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NATO



Celebrates 50 Years



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State Magazine

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Articles should not exceed five typewritten, double-spaced pages. They should also be free of acronyms (with all office names, agencies and organizations spelled out). Photos should include typed captions identifying persons from left to right with job titles.

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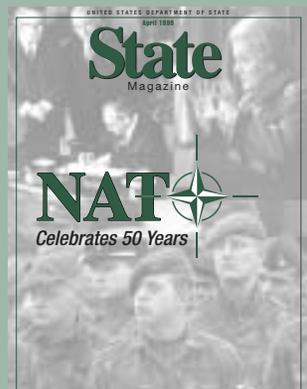
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On the Cover

The diplomatic and military faces of NATO.

Photos by NATO and DOD



Celebrating NATO's Legacy and Preparing for Its Future

As you receive this issue of State Magazine, the State Department and all of Washington will be abuzz with preparations for NATO's Washington Summit, April 23-25.

The summit, marking NATO's 50th anniversary, will be the largest gathering of international leaders in the history of Washington D.C. It will include representatives from NATO and its partner countries, 44 in all. And it will produce a blueprint for NATO in the 21st century.

Among those President Clinton will welcome to Washington will be the leaders of our newest allies—the Czech Republic, Hungary and Poland, which joined NATO last month.

At the summit, NATO leaders will affirm that the door of the Alliance remains open, and they will announce a plan to help prepare aspiring members to meet NATO's high standards.

But enlargement is only one element in our effort to prepare NATO for its second 50 years.

Our leaders will agree on the design of an Alliance that is not only bigger, but also more flexible; an Alliance committed to collective defense and capable of meeting a wide range of threats to its common interests; an Alliance working in partnership with other nations and organizations to advance security, prosperity and democracy in and for the entire Euro-Atlantic region.

The centerpiece of the summit will be the unveiling of a revised strategic concept that will take into account the variety of future dangers we may face.

During the Cold War, we had no trouble identifying the risks to our security and territory. But the threats we face today and may face tomorrow are less predictable. They could come from an aggressive regime, a rampaging faction or a terrorist group. And we know that, if past is prologue, we face a future with weapons more destructive at longer distances than ever before.

As NATO enters its second half-century, its members take on a tremendous new responsibility, at home and in our diplomacy.

Our Alliance is and must remain a Euro-Atlantic institution that acts by consensus. But we must be prepared to prevent, deter and respond to the full spectrum of threats to Alliance interests and values. And when we respond, it only makes sense to use the unified military structure and cooperative habits we have developed over the past 50 years—as we have done successfully in Bosnia since 1995.

We are also taking steps to ensure that NATO's military forces are designed, equipped and prepared for 21st-century missions. And we expect the summit to produce an initiative that

responds to the grave threat posed by weapons of mass destruction and their means of delivery.

As we do this, we build on the success that has enabled generations protected by the Alliance to grow up and grow old under democratic rule. For that, we are enormously grateful—not least to our State Department predecessors who contributed so much to that success.

Now, as NATO enters its second half-century, its members take on a tremendous new responsibility, at home and in our diplomacy. In posts all over the world, our personnel are answering the question "Why NATO?" And they are answering that NATO has endured, and will endure, because the principles of freedom it defends are timeless and because they represent the deepest aspirations of the human spirit.

Last month at the Truman Library in Independence, Mo., NATO accepted three new members with proven ability to uphold and defend Alliance values and interests. We were reminded then that the tradition of American diplomacy in NATO represents American leadership at its finest. And it is our mission now, working across the Atlantic, to carry on that tradition and prepare NATO for the 21st century. ■

LETTERS TO THE EDITOR

Another Web Site



Your January feature on various web sites was very useful. I would like to add another that may be of interest: Foreign Service Lifelines (www.kreative.net/fslifelines). It's for Foreign Service spouses, and it has useful links and updates on issues of concern to Foreign Service family members.

Kelly Midura
Washington, D.C.

Thanks for the Leave

I recently returned to work after a long absence and as a participant in the Leave Transfer Program. These

donations covered most of my absence, and I want to thank those employees who helped me. Since Department policy prohibits divulging the names of individual donors, please consider this an open thank-you to all employees who participate actively in the program. When I come out of the "hole" on my own leave, you can be sure I will participate in the Leave Transfer Program.

Patty Medina
Bureau of Personnel

On Recruiting

Your article on recruiting in last September's issue mentions the Department's strong interest in recruiting people for Foreign Service careers. In the same issue, there are 19 ambassadorial appointments and nominations. Of these, three are described as career members of the

Foreign Service. Does this bode well for recruiting efforts?

Richard E. Johnson
Foreign Service officer, retired
Washington, D.C.

Tandems Revisited

The November issue had several articles extolling the virtues of tandem couples in the Foreign Service. Even the director general in his column reported Personnel's high priority of placing tandems. But at whose expense? Obviously, the single or non-tandem employee's. State's tandem policies are discriminatory. I am not anti-family, but the Foreign Service is unique. It is not urban America, where working couples can continue careers as they desire without infringing on others in the workforce. It is time for State to realize that as long as one group of people continues to receive priority over another, the assignment system cannot be conducted in a fair, equitable manner. Perhaps 95 percent of the tandems are happy with their assignments, but can the same be said for single and non-tandem employees? I doubt it.

Roger N. Cohen
Budapest

Correction

The article on Civil Service Opportunities Overseas in the January issue incorrectly identified the individual in the photo with Ronald Hartley. He is Gary Bagley, administrative counselor at the U.S. Embassy in Kiev.



From the Editor

There is a special garden in Nairobi that you won't find on a tourist map. But it is special in many ways for many people and for many reasons. Dedicated in late January, the garden at the ambassador's Kenyan residence remembers the sacrifice of the 12 Americans and 201 Kenyans killed and the others injured in last August's bombing. More important, it celebrates "the victory of courage over cowardice, of friendship over hate and of creation over destruction."

In this issue, we also look at the human dimension of responding to a crisis and a new report by the boards charged with investigating the embassy bombings. The report raises serious concerns about basic security and the ever-changing threat of international terrorists.

We also celebrate the more than 3,000 years of public service by 110 new retirees who assembled at Main State in January. On the subject of retirement, Acting Secretary Thomas Pickering, who retired in 1997 but returned to service shortly afterward, admitted that he had somehow been unable to "get it right." But he encouraged the retirees to celebrate their professional successes and pursue projects postponed during their careers.

Finally, we look at the reflective benefits of walking through the experience of our ambassador to the United Kingdom, Philip Lader, who traversed the length of Great Britain. After 1,000 miles and as many conversations, he's convinced that Americans and Britons can walk together into the new century with confidence.

A handwritten signature in dark ink, appearing to read "Al Gardner".

DIRECT FROM THE D.G.

BY EDWARD W. "SKIP" GNEHM JR.

I consider among Secretary Albright's greatest accomplishments our return to robust hiring levels. As we execute our hiring plan, however, we are discovering that it presents us with a new range of issues and challenges. Now that we have the funding to hire, how do we attract the right people to careers at State? How do we position ourselves in an increasingly competitive "sellers' market" where talented individuals receive multiple job offers? In an environment where lengthy security clearances are a prerequisite for most of our positions, how do we compete with employers who can make firm job offers immediately after an interview?

While these and other questions bedevil me and our Office of Recruitment, Examination and Employment, I want to share with you some of the exciting things we are doing to help us compete in today's job market.

The traditional means of entering the State Department, especially the Foreign Service, are venerable, reliable—and slow. But we have to move fast, especially for highly sought-after information technology, or IT, professionals. Recognizing this, the Bureaus of Personnel and Information Technology jointly sponsored a job fair for IT professionals in February at the Foreign Service Institute. The fair departed dramatically from our usual recruiting methods. It was held on a Saturday, and we advertised heavily on the web and radio. Most important, our goal was to make conditional job offers to qualified Civil Service and Foreign Service IT candidates at the fair. Civil Service candidates could file their applications online and be interviewed at the fair. Foreign Service candidates completed in one day the entire Board of Examiners process—including the oral exam—a process that normally takes several weeks. We are considering this model for the future, both in Washington and elsewhere.

Foreign Service generalists are also a major area of focus for us. Although it continues to produce outstanding career candidates, the Foreign Service Written Exam, offered only once a year, excludes many potential applicants who may have just missed the deadline for application and who will find other jobs while they are waiting for the next exam to be administered. To supplement, not



Job Market Demands New Recruiting Methods

replace, the written exam, we have developed a pilot Alternative Examination Program that will allow us to solicit applications for the generalist corps throughout year. The AEP will evaluate applicants on the basis of their academic and professional experience. Successful applicants will then compete in the oral assessment process with other junior officer candidates. This year's pilot program, which will be limited to current federal employees as we evaluate its success, will provide us with versatile entry and evaluation options that will make us more competitive in an immediate time frame.

The Foreign Service Written Exam is also getting a facelift. We have contracted with the testing firm ACT for a new exam to be

administered in November. ACT is using the results of the Foreign Service Job Survey, which all Foreign Service generalists were asked to complete last year, to devise a new exam that better targets the skills needed to be successful in all four cones. We are also working with ACT to potentially incorporate some of the AEP mechanisms into the written exam process, allowing us to scrutinize an individual's professional and academic experience. We are also exploring ways to offer the written exam more often.

Beginning this spring, we are also changing the focus of our recruiting efforts. Our traditional recruiting methods have tended to focus on universities with schools of international affairs or Foreign Service studies, which produce potential political officers. We will be revising our recruiting efforts for the November exam by targeting skills in short supply: administrative, consular and economic. We are excited about reaching out to a whole new group of individuals who have never considered Foreign Service work but whose skills and background make them likely to be successful, particularly in the administrative area.

All of you can also do your part to help in our recruiting efforts. Peace Corps volunteers, teachers and staff at overseas schools and those with management and systems skills are all likely candidates. And your efforts to cultivate and encourage potential candidates can make a world of difference. I look forward to our mutual efforts to keep our Foreign Service pipeline strong and vibrant. ■

USIA Web Sites Cited



The U.S. Information Agency's domestic home page (www.usia.gov) was recently praised by the editors of the *Dow Jones Business Directory*, a guide to high-quality business web sites. The USIA site was chosen from among thousands of other business sites in many categories for its exceptional value to readers, especially business professionals. Dow Jones' Web Center also contains the USIA site review, where the center's subscribers read it.

"USIA's web site," according to the Dow editors, "offers a surprisingly large amount of valuable data about the agency... and perhaps most important of all, its interpretation of foreign press reports." The editors also praised the site for offering users an "accurate series of interpretive reports showing what international print and broadcast media think about American foreign policy announcements and actions."

The domestic home page, maintained by the Office of Public Liaison, serves as a road map to the agency's programs, offices and bureaus. *The Daily Digest* is produced by USIA's Office of Research. In addition, USIA's Bureau of Information's international home page was recently honored for its coverage of the crisis in Kosovo.

President Requests Department Funding

President Clinton's \$21.3 billion budget request for international affairs in fiscal year 2000 reflects both the tragedies and successes of the past year—including the bombings of the U.S. Embassies in Nairobi and Dar es Salaam, and the Wye River peace accord between Israel and the Palestinians.

The so-called "Function 150" budget request under review by Congress includes \$304 million to increase defenses against terrorism. In addition, the President requested a \$3 billion advance on the next five fiscal year budgets to upgrade embassy security.

Almost one-half of the requested budget—\$9.4 billion—is earmarked for programs designed to enhance U.S. national security, according to Ambassador Craig Johnstone, director of the Office of Resources, Plans and Policy. He explained that these items include "the things that we do to build up our alliances around the world, to promote peace in the Middle East so we have access to our vital materials in that region, and to prevent the spread of chemical, biological and nuclear weapons."

The budget requests funding to support the peace processes in Guatemala, Bosnia, Kosovo, Northern Ireland, Africa's Great Lakes region, the Peru-Ecuador border and the Middle East. It asks for \$1.9 billion—another \$900 million in fiscal 1999, \$500 million in fiscal 2000 and the rest in fiscal 2001—to implement the Wye River agreement.

The request also includes \$241 million for an expanded Threat Reduction Assistance Initiative in the former Soviet Union. The program, conducted in partnership with the Departments of Energy and Defense, the scien-

tific community and the new independent states, is designed to prevent the leakage of nuclear and other weapons secrets to potential U.S. adversaries.

The budget also proposes \$158 million in new initiatives for Africa, with funding split between development assistance and economic support. An additional \$43 million is provided in assistance for Latin America—\$20 million of it to help fund the Peru-Ecuador peace initiative.

The budget identifies \$500 million for law enforcement to fund the war on terrorism, drugs and international crime cartels. These issues, Ambassador Johnstone acknowledged, once were considered to be domestic issues but now must be confronted on a global scale.

The budget includes a new \$10 million counterterrorism initiative to help developing countries monitor the movements of terrorist groups and establish networks to combat international terrorism.

In the area of democracy and human rights, the budget earmarks \$900 million to help countries move toward more democratic, market-driven economies.

In addition, the budget includes \$2.7 billion for humanitarian response. "I like to tell people this is really the only foreign aid in the foreign aid budget," Ambassador Johnstone said, "because everything else that we've talked about so far is designed to try to help Americans and to create a better world in which we can live."

He called the fiscal year 2000 request, which incorporates planning done at the embassy, regional and Department levels, "an excellent budget" that ensures "that the interests of the American taxpayer are being well served."

Life Insurance Season Opens

The Federal Employees Group Life Insurance program's open enrollment season begins April 24 and continues through June 30.

The open season, the first since 1993, gives federal employees who previously declined or waived coverage an opportunity to enroll, and those already enrolled an opportunity to increase their life insurance coverage. Such changes normally are allowed only at certain milestones, such as marriage or the birth of a child.

Changes made during the open season won't take effect until the first pay period on or after April 1, 2000.

The government contributes only to employees' basic insurance. Employees pay the full cost of optional insurance. More details about the life insurance open season will be provided via Department Notices and cables.

Holbrooke Named to UN

Richard Holbrooke, former ambassador to Germany, assistant secretary for European and Canadian Affairs and chief negotiator for the Dayton Peace Accords in 1995, was recently nominated by President Clinton as U.S. permanent representative to the United Nations. More complete biographical information will be provided when Congress approves the nomination.



Bring Your Daughters and Sons to Work Day

Employees in the African Affairs Bureau and their children celebrate the 1998 Bring Your Daughters and Sons to Work Day. Employees are encouraged to bring their daughters, sons and other young family members to this year's observance on April 22. The theme is "The Future Is Me."





Kenyan Foreign Service Nationals pass by the memorial garden.

Nairobi: Remembering the Sacrifice

The embassy community gathered to remember those killed in the bombing and to celebrate the victory of courage over cowardice, of friendship over hate and of creation over destruction.

By Lucien Vandembroucke
Photos by Peter Gichinga

The sky over Nairobi was grim and overcast—befitting the tragedy that struck Aug. 7, 1998, when terrorists bombed the U.S. Embassy there, killing 12 Americans and 201 Kenyans in and around the building and wounding and scarring thousands more.

The Nairobi mission community gathered Jan. 21 at the ambassador's residence to honor the sacrifice of the victims and the courage of the survivors. On that day, however, the sky was a soft blue, decked with wisps of clouds. The contrast seemed appropriate.

Five and a half months after the tragedy, the community assembled to remember the passing of family members, friends and colleagues, but also to celebrate victory—the victory of courage over cowardice, of friendship over hate and of creation over destruction. Though the pain caused by the loss and suffering endured, it was suffused with pride and hope.

Family members of the mission's Kenyan employees who died in the bombing and of six of the 12 Americans who were killed joined the hundreds of mission personnel in the residence's garden. These U.S. family members, with the assistance of the Department of Justice and State's Family Liaison Office, had traveled to Kenya especially for the event. Also present were State Assistant

Secretary for African Affairs Susan Rice, FLO representative Ginny Boney and Carolyn Hightower from the Department of Justice's Office for Victims of Crime.

The simple but moving ceremony began as the embassy's Marine detachment—which lost one of its own in the bombing, yet whose unflinching professionalism that day saved the lives of others—posted the American colors. U.S. Ambassador to Kenya Prudence Bushnell offered remarks; she was followed by George Mimba, who represented the mission's Foreign Service Nationals' Association, and Assistant Secretary Rice.

Ambassador Bushnell recalled the reasons for pride and hope. "When this embassy was blown up," she noted, every one had a choice: "to stand or to run." The danger and death that lurked in every corner of the shattered building were ample reason to run. "Instead, as the myriad of award nominations will attest, friends and colleagues turned into heroes," she said. In the hours and days that followed, they saved lives, evacuated the wounded, paid tribute to the dead and, with the support of colleagues from around the world, recreated the mission.

Why did "survivors choose to stay, injured choose to return, newcomers and temporary duty personnel choose to put their lives aside to come here?" the ambassador asked. Because, she said, "we believe in what we do: building bridges, developing friendships, promoting peace and prosperity, creating better tomorrows." Moreover, she said, "Giving in to the people to whom these values mean nothing is repugnant."

Mr. Mimba stressed that if the bombing was meant to divide Kenyans and Americans, "it failed miserably. The people of Kenya and the United States of America have

Ambassador Prudence Bushnell, third from right, and Assistant Secretary Susan Rice, second from right, embrace relatives of Kenyans killed in the bombing.



come out more united than before," he said. Scanning the faces of the relatives of the fallen, he spoke for all as he observed: "When I see them, I see our late colleagues. From their faces I see hope and the determination to keep the candle burning."

Assistant Secretary Rice defined the event as an "opportunity for all of us to pause again—to remember what we have lost, as well as what you all have accomplished." Paying tribute to the mission's strength and sense of community, she emphasized one of the major lessons of the tragedy. "As we rebuild, we cannot retreat, nor can we afford to let our guard down against the real and continuous threat of terrorism. We have made important strides in bringing to justice those who perpetrated the bombings, but we have a way to go to make our Foreign Service officers, Foreign Service Nationals and colleagues from all agencies safer and more secure in their workplaces worldwide," she said. "In this regard, I pledge my continued best efforts as assistant secretary for African Affairs."

The most moving moment of the ceremony then followed. A few days after the bombing, seeking a moment's respite from the tragedy, Ambassador Bushnell paused in the garden of her residence. As she contemplated the luxuriant grounds, which mirror the stunning beauty of the Kenyan countryside, she had an inspiration for a fitting memorial to the bombing victims.

Over the next few months, this vision became reality. In a corner of the residence grounds now stands a memorial garden. Its centerpiece, located in a grove of native trees and bushes splashed with the vivid colors of Kenya's ever-blooming flowers, is a fountain. Its water trickles over a rim formed of 46 bricks, each bearing the name of one of the fallen American and Kenyan colleagues.

The ceremony concluded with the inauguration of the memorial garden. As the family members of the fallen and

other participants quietly filed through the garden, they reflected upon the words of Assistant Secretary Rice: "Our successors will walk through a flourishing garden on this spot. They, like us, will reflect on the heroic sacrifice of their colleagues. And they, like all of us here today, will continue to carry out their mission with the pride, dedication, skill and honor that are the hallmarks of Embassy Nairobi."

As Ambassador Bushnell aptly put it at the close of the ceremony: "The garden will last. What we have done here is etched in stone." ■

The author is the political counselor in Nairobi.

Crisis Response: The Human Dimension

By Virginia Boncy

The bombings of the U.S. Embassies in Nairobi and Dar es Salaam last August were poignant reminders that embassy personnel and their families around the world live with a higher level of danger than ever before. Terrorist acts join political unrest, civil wars, natural disasters and other crises to create a workplace for the Foreign Service that vies with the military's for vulnerability and danger.

How can the agencies responsible for embassy personnel better prepare for major crises and mass casualties? How can they improve their response in the aftermath? How, particularly, can the Family Liaison and Field Support Offices of these agencies better coordinate their efforts to close gaps and respond?

To explore these questions, the Department's Family Liaison Office sponsored an interagency roundtable Feb. 5 as part of an ongoing series hosted by the various foreign affairs agencies over the past several years. This roundtable, "The Human Side of Crisis Management: Coordinating a Better Response," focused on the aftermath of a mass casualty event. Participants included family liaison officers, social workers, trainers and field support staff from the State Department (including representatives from Medical Services, Employee Consultation Services, the Overseas Briefing Center and the Foreign Service Lounge), Defense Intelligence Agency, Drug Enforcement Agency, U.S. Agency for International Development, Central Intelligence Agency and Department of Justice's Office of Victims of Crime.

The roundtable's three sessions began with a presentation on the dynamics of a crisis by Cay Hartley, a licensed clinical social worker and crisis management trainer at the National Foreign Affairs Training Center. Ms. Hartley explained the psychological effects of a crisis and various

crisis disorders. She said that victims of a mass casualty include not only those directly affected by the event, but also indirect victims—the families, friends and community—and "hidden victims," the rescue workers and others secondarily involved in the crisis.

Ms. Hartley also addressed the way Foreign Service members typically deal with a crisis event. They serve their country with pride; this trait can be helpful in times of crisis, she said, as it offers a sense of purpose in the midst of tragedy. On the other hand, Foreign Service members tend to define themselves as different from "regular folk" and somehow more impervious to stress. They need to understand that, like everyone else, they are likely to have certain, specific reactions to a major event, and that these are normal reactions to abnormal circumstances (see box).

A panel discussion featured Anne Dammerall, survivor of the 1983 bombing in Beirut, and Howard Kavalier, whose wife Prabhi perished in the Nairobi bombing. It focused on the personal experiences of these survivors in dealing with the aftermath of a traumatic event. In the 15 years that separate the two bombings, there has been some improvement in the way the U.S. government responds to the victims of traumatic events, but some frustrations remain. The two panel members described the various ways government offices had helped them as well as bureaucratic glitches that had increased their suffering.

During the last session, a small group exercise, participants shared information on the activities of their own agencies following a crisis event, identified gaps in services and discussed the ways a response to victims could be better coordinated and more effective. Some of the issues identified for follow-up were: establishing an ongoing ombudsman's office in the State Department for victims of a mass casualty; coordinating between agencies for immediate crisis support and long-term mental health support; recognizing and supporting the indirect and hidden victims, including everyone at a post; and training on a wide range of issues for those who may have to respond to crisis events.

Roundtable members will continue working closely together, while at the same time working within their own agency structures, to develop proposals for improved response. There were heroic efforts by many after the East Africa bombings, and the State Department is working on many fronts to address security, administrative, medical and mental health concerns in the aftermath of a crisis. The interagency roundtable is bolstering these efforts with ideas and energy, combining professional skills with a human approach. ■

Early signs of post-traumatic stress

- Flashbacks
- Traumatic dreams
- Memory disturbances
- Persistent intrusive recollections of the trauma
- Self-medication (such as alcohol abuse)
- Anger, irritability and hostility that are difficult to control
- Persistent depression, withdrawal
- A dazed or numb appearance
- Panic attacks
- Phobia formation

The author is the support services officer in the Family Liaison Office.

Security at State

A new report by the boards that investigated last year's embassy bombings raises a red flag about security and of the ever-changing international terrorist threat.

By Donna Miles

News reports of a foiled plot to bomb the U.S. Embassy in New Delhi and consulates in two other Indian cities in late January underscored Admiral William J. Crowe's recent assertion that "service abroad can never be made completely safe."

But Admiral Crowe, chairman of the boards established by Secretary Madeleine Albright to investigate the Aug. 7 embassy bombings in Nairobi and Dar es Salaam, said much more could—and should—be done to protect Americans serving overseas against terrorism.

The admiral, former chairman of the Joint Chiefs of Staff and former U.S. Ambassador to Great Britain, recently presented the findings of the Accountability Review Boards to Secretary Albright. Although the boards' specific focus was on the two East African embassies, Admiral Crowe said the conclusions reached extend to all U.S. Missions worldwide.

Both review boards, one focused on Nairobi and the other on Dar es Salaam, praised what Admiral Crowe called "the outstanding and often heroic efforts made by the diplomatic and Marine Security Guard personnel in the field" following the twin attacks.

The boards credit both embassy teams with following Department security procedures during and immediately following the bombings. In both cases, the terrorists were blocked before they broke through the security perimeters. "In neither case did U.S. employees or members of the military breach their duty," Secretary Albright said.

But the boards agreed that the Department's security procedures—and the mission facilities in general—weren't enough to stand up to the threat. The board members identified "a collective failure by the executive and legislative branches of our government over the past decade to provide adequate resources to reduce the vulnerability of U.S. diplomatic missions."

They agreed that security concerns don't receive the emphasis they deserve—from the

top down. While pointing his finger at Congress, the Department and other U.S. government agencies, Admiral Crowe said employees, both in Washington, D.C., and the field, also share in the blame.

"We discovered that many people want to continue to do their work, as always, but consider it the job of someone else to make them safe," he said. "In today's world, I'm afraid it's not that simple. Security—to use a Navy expression—is an 'all-hands' proposition. All employees serving overseas must adapt their lifestyles to make their workplaces and their residences more safe."

Secretary Albright agreed. "In today's world there is nothing automatic about security. It's every person's responsibility," she said. "No detail should be overlooked. No precaution should be shrugged off, and nothing should be taken for granted."

Admiral Crowe said that in investigating the bombings, the boards were struck by how similar the lessons were to those drawn by the Inman Commission more than 14 years earlier. That board, officially known as the Advisory Panel on Overseas Security, recommended in the mid-1980s measures to better protect U.S. Embassies and Consulates against terrorist attacks. But Admiral Crowe said that many of those measures still haven't been adopted, due partly to inadequate funding. In fact, two-thirds of U.S. Embassies do not yet meet the standards set by the commission.

Photo by Andrew A. Rahaman



The bomb site in Nairobi.

Like the Inman Commission, the accountability review boards found that many U.S. Missions are too close to public streets, making them vulnerable to large vehicular bombs such as those used in Nairobi and Dar es Salaam. "Unless these vulnerabilities are addressed on a sustained and realistic basis, the lives and safety of U.S. government employees and the public in many of our facilities abroad will continue to be at risk from further terrorist bombings," Admiral Crowe said.

Admiral Crowe acknowledged that the concept of highly secure embassies runs contrary to the traditional American image of openness and accessibility. "The fact is that we have to change our way of looking at the world," he said. "When you talk about lives at stake, they should assume a very, very high priority—not only on our agenda, but also on the agenda of the host country."

The boards recommended that the United States close embassies and consulates in high-threat areas where they can't be properly protected. "That's a tender subject in the State Department, because it has always been an American principle that we will fly the flag in as many locations as possible overseas," Admiral Crowe said. In such areas, he said, the boards recommended consolidating operations into one relatively safe location, with the ambassador to that country being accredited to several neighboring, less secure countries.

The boards found that intelligence sources gave no immediate tactical warning of the Aug. 7 attacks—and Admiral Crowe said the Department should not count on receiving such warnings. "Experience has shown that transnational terrorists often strike without warning at vulnerable targets in areas where expectations of terrorist acts against the United States are relatively low," he said.

The report of the accountability review boards advances a wide range of proposals for how State can better protect its facilities and people. But the boards note

that no efforts to improve security can succeed without money—adequate, sustained funding for safe buildings and security programs.

Congress approved a \$1.4 billion emergency supplemental appropriation following the East African bombings to enhance the security of U.S. diplomatic facilities and personnel worldwide. But Secretary Albright said—and the boards agreed—that "these measures must be viewed as just an initial deposit toward what is required to provide for the security of our posts overseas."

The boards recommended that State receive \$1.4 billion for each of the next 10 years as part of "a comprehensive and long-term strategy" to increase security. This funding would cover new security measures, long-term costs for increased security personnel and an enhanced capital building program.

Secretary Albright said the boards concluded that funding for security should be in addition to—not diverted from—other major foreign affairs programs. "Let me emphasize this point because it is key," she said. "We must not hollow out our foreign policy. We need to protect our diplomats, but we also need the resources required to protect American interests."

She acknowledged that the years ahead are likely to be filled with choices, because "the price tag of needed measures to improve security is, and probably will remain—at least for the foreseeable future—higher than the resources we have available for that purpose. "The result is that we will continually have to make difficult and inherently subjective decisions about how best to use the resources we have and about how to reconcile security imperatives with our need to do business overseas."

Admiral Crowe stressed that no amount of funding, however, will make U.S. diplomatic facilities immune from the terrorist threat.

"The boards concluded early in their deliberations that the appearance of large bomb attacks and the emergence of sophisticated and global terrorist networks aimed at U.S. interests abroad have dramatically and irrevocably changed the threat environment," he said. "Old assumptions are no longer valid. Today, U.S. government employees from many departments and agencies overseas work and live in harm's way just as military people do."

This means, he said, that the United States must better provide for their safety. "Service abroad can never be completely safe. We fully understand that," he said. "But we can reduce some of the risks to the survival and security of our men and women who conduct the nation's business far from home."

Admiral Crowe acknowledged that doing so will require a much greater effort in terms of national commitment, resources and procedures than in the past—"a sea change in the way we do our business."

The United States has a choice, he said. "We can continue as we have been. We can continue to see our embassies blown away, our people killed and our nation's reputation eroded. I would hope we would not make that choice." ■

What's Being Done

After an initial assessment of the boards' findings by State, several security initiatives are already under way or being studied for implementation. They include

- ▼ More physical protection measures
- ▼ Improved programs to address the threat of vehicle bomb attacks
- ▼ Additional crisis management training, including a project at the Foreign Service Institute
- ▼ Better cooperation with other U.S. agencies and host governments in confronting security challenges and
- ▼ Stronger Department-wide emphasis on security awareness, practices and procedures.

Nestled on the northeast shoulder of South America on the Atlantic Ocean lies the country of Guyana. Known as the “Land of Many Waters,” Guyana occupies a unique niche in the affairs of the Western Hemisphere as an English-speaking West Indian enclave and a former outpost of the British Empire on the South American continent.

Bounded on the west by Venezuela, the south by Brazil and the east by Suriname, Guyana is a virtual island despite its location on the South American mainland. Blessed with a warm and pleasant tropical climate, Guyana has many palm trees that sway in the gentle grip of the trade winds blowing inland from the Atlantic.

Guyana’s cultural life is similarly wafted with Caribbean influences. The population shares the West Indian passion for the quintessentially British sport of cricket—a love that transcends all distinctions of race and class. Caribbean music also imbues the cultural life of Guyana. High-energy “soca” and East Indian “chutney” music from Trinidad blend with strains of Jamaican reggae and calypso.

Guyana’s distinctive “Demerara” rums are widely considered among the region’s best and, in fact, exceed most counterparts.

Georgetown, Guyana’s capital at the mouth of the Demerara River, is about six feet below sea level. A long sea wall and an extensive network of canals keep the ocean at bay. Without its protective sea defenses, Guyana’s rich expanses of rice and sugarcane fields would be under water.

The Dutch were Guyana’s first European settlers. They arrived in the

early 17th century and reclaimed and converted Guyana’s coastal marshlands into rich agricultural land. After changing hands several times as the European powers’ fortunes rose and fell back home, Guyana fell under permanent British control from 1831 until its independence in 1966.

Called the “Garden City,” Georgetown is a graciously laid out Victorian city with broad, tree-lined avenues and canals, some filled with giant white-blossomed water lilies. Sadly, this beautiful city has slid into

considerable decay during three decades of economic hard times. The city’s architecture is dominated by beautifully styled white-painted wooden homes and buildings in a distinctive colonial motif with intricate carved gingerbread patterns.

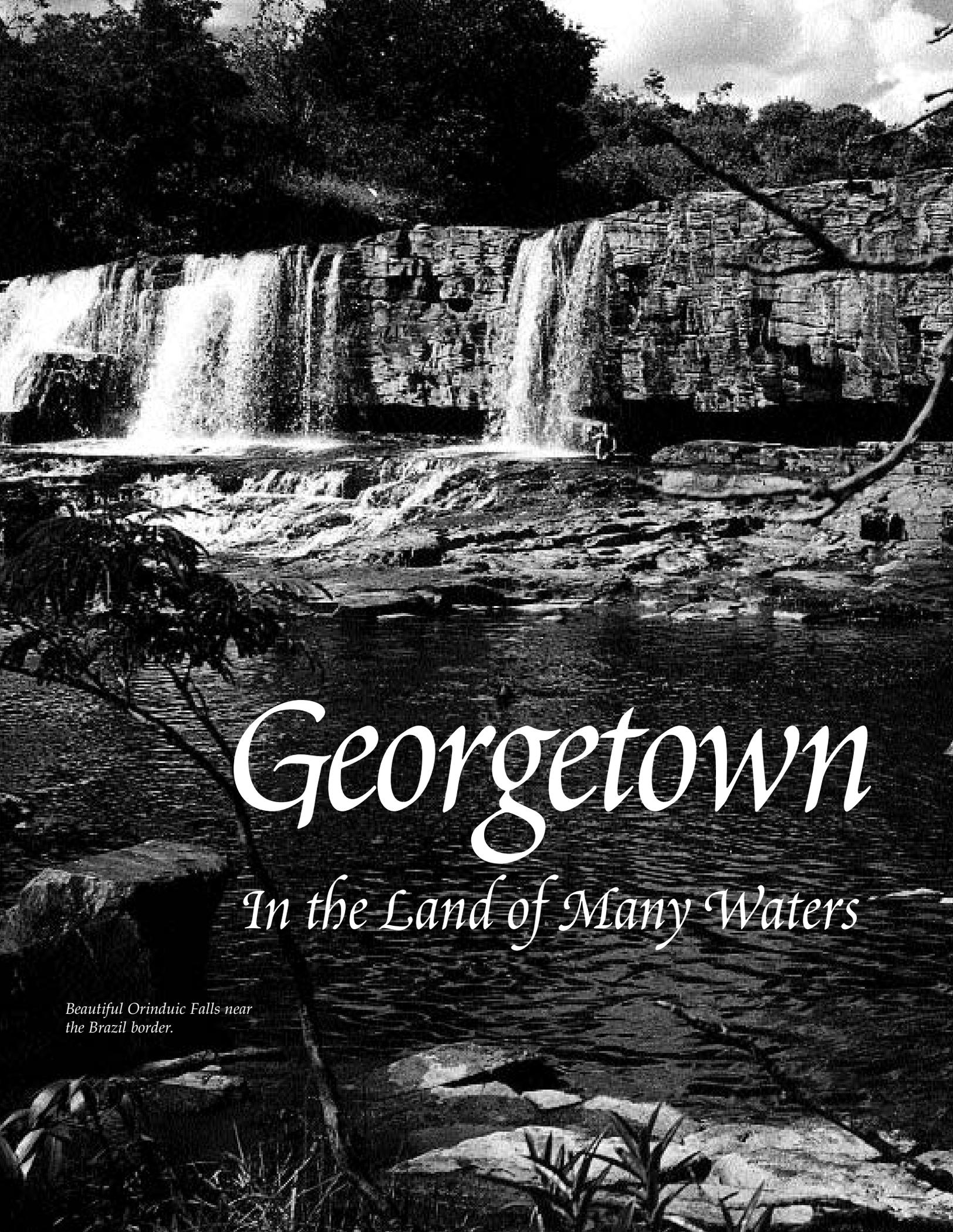
Guyana has a rich cultural heritage, reflecting its colonial roots and the various waves of immigrant laborers brought in to work the sugar plantations of colonial British Guiana. Two major ethnic groups

predominate today: Afro-Guyanese descendants of slaves brought from West Africa; and Indo-Guyanese, whose forebears arrived as indentured laborers from India. Adding spice to the ethnic mix are small populations of ethnic Chinese and Portuguese, whose ances-



A traditional wooden dugout canoe, made from a hollowed log.





Georgetown

In the Land of Many Waters

*Beautiful Orinduic Falls near
the Brazil border.*



Vehicles board the ferry at the Kurupakari crossing on the Essequibo River.

tors came to Guyana via the island of Madeira. Indigenous people, commonly called “Amerindians” in local parlance, round out Guyana’s cultural diversity, and are virtually the only inhabitants of Guyana’s wild interior. Although English is the official language, many Guyanese speak a local Creole dialect that blends English

words with some vestigial Hindi influences. Guyana’s religious diversity can be easily seen in the variety of Christian churches, Hindu temples and Muslim mosques that dot the landscape.

Most of Guyana’s modern history as an independent state has been one of hard lessons, painfully learned. After achieving independence in 1966, the country quickly fell under the sway of Linden Forbes Sampson Burnham, who ruled Guyana as a Marxist-Leninist autocrat until his death in 1985.

Guyana’s embrace of the socialist world view had devastating effects on its economy and social fabric, leading to terrible poverty, import prohibitions, rationing and the flight of both human and financial capital. During this period, Guyana slipped from its place as perhaps the most highly developed Caribbean country into

its current position—by some measures the second-poorest nation in the Western Hemisphere.

President Burnham’s former deputy and successor, Desmond Hoyte, began rebuilding Guyana’s shattered economy in the late 1980s and early 1990s by discarding Guyana’s socialist ideology and embracing the free market. In 1992, Mr. Hoyte presided over—and lost—Guyana’s first genuinely free and fair elections in decades.

Below, economics officer Stephen Banks, left, information management specialist Chuck Vinnedge, second from left, and his son Jared join Guyanese children in surveying a dead snake.





He accepted the electoral defeat his People's National Congress suffered at the hands of Cheddi Jagan's People's Progressive Party/Civic coalition and stepped aside.

Six years later, Guyana continues its struggle to consolidate economic restructuring and democratic reforms. Supporting both endeavors are two of the U.S. Embassy's key goals in Guyana. The PPP/C government, now led by Cheddi Jagan's American-born widow, President Janet Jagan, won reelection in December 1997 amid controversy and civil disorder.

The embassy leads a broad-based diplomatic effort, with other diplomatic missions and multilateral institutions in Guyana, to promote constructive constitutional change. Although Georgetown has no U.S. Information Service office, the U.S. Information Agency headquarters in Washington, D.C., has designed a highly effective program on constitutional reform for several key Guyanese leaders. USAID manages two programs, focusing on democratic institution-building and economic growth. Since the Peace Corps' return to Guyana in 1996, volunteers have been working across Guyana in youth development and health education.

Hit hard in 1998 by the effects of El Niño, plunging world prices for its primary export commodities and bouts of political instability, Guyana has struggled to achieve macroeconomic stability. The embassy continues to push for a variety of measures to improve Guyana's long-term economic health, including an investment code, a rationalized tax and tariff regime, privatization of state enterprises and other systemic improvements.

Above, rural villagers pull their canoes up on the banks of Georgetown's main reservoir. Below, Foreign Service National Joshua Lall, the embassy gardener, with his daughter Rachel in the chancery garden.





Above, the U.S. Embassy in Georgetown. Below, regional security officer Max Salazar, left, and economic officer Stephen Banks man a booth during a street fair.

Another area of growing concern for the mission is the apparent increase in drug trafficking through Guyana. The embassy, with no formal counternarcotics presence, successfully coordinated the efforts of the U.S. Coast Guard, Drug Enforcement Administration and U.S. Customs Service in 1998, as they came to the aid of Guyana's tiny Customs Anti-Narcotics Unit in seizing six

tons of cocaine—cleverly concealed in the hull of a merchant ship in the port of Georgetown.

With an estimated 400,000 Guyanese living in the New York City area, visa issues also loom large in Guyanese society and in the Mission Program Plan. The embassy is also the de facto mission to the Caribbean Community, which has its secretariat in Georgetown.

The U.S. Embassy in Georgetown comprises a small but dynamic community in Guyana. Mission staff, both American and foreign national, and their families join together in weekly "limes" (a West Indian term for just hanging out) after work on Friday afternoons for volleyball, basketball, card playing, drinks and music. In their off hours, mission personnel are involved in a variety of outdoor recreational activities. Guyana's magical wilderness interior calls to many of the mission staff, who embark on adventurous expeditions in the unspoiled rain forests and savannahs of Guyana's hinterland. In Guyana, eco-tourism isn't just a trendy concept; it's a concrete reality for those who are truly prepared to eschew the comforts of home and experience what remote wilderness is really all about. ■



The author is the former economic officer in Georgetown, now enrolled in the Foreign Service Institute preparing for an assignment in Sofia.

EEOOCR

Leveling the Playing Field and Fostering Equal Opportunity

By Paul M. Coran

Mention the Office of Equal Employment Opportunity and Civil Rights, and many State employees are likely to think of the commemorative events it sponsors celebrating diversity. These events—publicized Department-wide on bulletin boards and through Department Notices and post newsletters—recognize a wide range of interests, from Martin Luther King Jr.'s birthday and National Women's History Month to Professional Secretary's Week, Gay and Lesbian Pride Month, National Disability Employment Awareness Month and Asian and Hispanic heritage observances.

Such crowd-pleasing attractions as a mariachi band, children's choir, a South American native musical ensemble and a disability actor's studio, as well as respected speakers, provide programs that both entertain and inform State audiences.

Diversity celebrations may be the EEOCR office's most visible activities, but they're just one part of an effort to promote its overall goal: to transform the Department's workforce into one reflecting the ethnic, racial and gender diversity of the United States. This objective, prescribed by Congress in the Foreign Service Act of 1980, keeps the EEOCR office's 18 employees busy with policy development and program and operational activities.

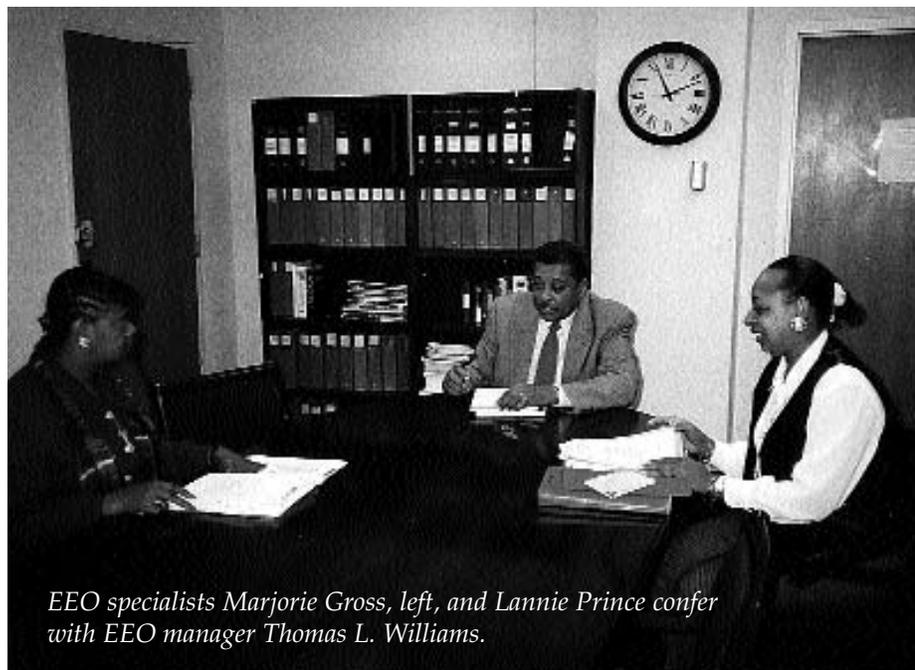
To attain its goal, the office informally investigates, adjudicates and resolves employment discrimination and civil rights complaints, evaluates the Department's progress toward attaining a diverse workforce and spreads the word about equal opportunity.

Most EEOCR staff members are involved in investigating, processing and resolving employment complaints of discrimination based on race, color, national origin, religion, sex, age, disability

or sexual orientation. The complaints system, except for complaints regarding sexual orientation, is governed by federal statute and government-wide regulation.

The staff investigates formal complaints by obtaining affidavits and written interrogatories and by gathering relevant documents as evidence. Overseas investigations are done almost exclusively in writing, while domestic investigations include both interviews and interrogatories. The specialists manage investigation caseloads and contribute their skills to other office needs, such as conducting EEO briefings and orientation sessions.

State also maintains a corps of more than 250 volunteer EEO counselors who are serving at most foreign posts, in domestic field offices and throughout the Department's headquarters offices. In addition to doing their own jobs, these volunteers help the EEOCR office's full-time staff handle a heavy caseload. The office began



EEO specialists Marjorie Gross, left, and Lannie Prince confer with EEO manager Thomas L. Williams.



Above, a mariachi band performs during National Hispanic Heritage Month. Below, commemorating Martin Luther King Jr. Day are, from left, Gwen Blount, Martin Luther King III, Secretary Madeleine Albright, Assistant Secretary Deidre Davis and Thomas Jefferson Jr.

fiscal year 1998 with 127 complaints in process. During the fiscal year, another 55 complaints were filed, and the office closed 52 complaints.

When handling complaints, counselors strive to settle discrimination allegations swiftly, informally and amicably. They employ alternate dispute resolution—a process that uses trained mediators to reach a consensus, ideally

before each side's position becomes hard and fast—to resolve discrimination charges. Although the ADR process is voluntary and not suitable for every case, the EEOCR office often recommends it to help resolve cases faster and without the expense of more resource-intensive administrative complaint proceedings.

The EEOCR office is also striving to improve the quality of Department work life through several recent initiatives that level the playing field for some previously unprotected groups of employees.

State was among the first federal agencies to issue an anti-sexual orientation discrimination policy—backed up by an internal administrative discrimination complaints process. Previously, anyone perceiving sexual orientation discrimination had no clearly designated place to take a complaint. Subsequently, the President issued an executive order establishing a government-wide policy banning sexual orientation discrimination and left it to individual agencies to establish their own complaints procedures. The EEOCR office is now investigating its first sexual orientation complaints and is prepared to remedy any proven discriminatory conduct.

The office helped fill another vacuum recently by extending nondiscrimination protection to State's Foreign Service National employees worldwide. The staff



collaborated closely with the Office of Overseas Employment and the Office of the Legal Adviser to ensure that FSNs receive the same rights as their Foreign Service and Civil Service colleagues. It is important to note that these new protections take into account the special conditions affecting non-U.S. citizen employees abroad, such as prevailing employment practices and local labor laws.

The EEOCR office also plays a key role in the Department's campaign against sexual harassment. Through briefings and training activities, the staff helps employees identify and remedy—and hopefully prevent—sexual harassment. Using the lessons of two recent Supreme Court decisions as a road map for dealing with the problem, the EEOCR staff has established a sexual harassment policy and is providing effective training and a safe, responsive complaint procedure for all employees. The policy is published and copies may be obtained from the EEOCR office.

Training is a centerpiece of the office's activities. Staff members make presentations at the Foreign Service Institute during the Department's diversity training programs, ambassadorial and deputy chief of mission seminars, Civil Service and Foreign Service orientations, the Diplomatic Security course, management studies, awards committee and selection board briefings, Presidential Management Intern briefings and various ad hoc briefings domestically and abroad. In addition to promoting Department policies about equal opportunity and discrimination, these training activities give the EEO staff important feedback about prevailing employee attitudes and problems.

To support its goal of increasing the diversity of State's workforce, the EEOCR office coordinates affirmative action and special emphasis programs. It identifies occupational series in which women and minorities are underrepresented and identifies shortfalls and proposes steps to remove barriers to greater workforce diversity. The office compiles several reports each year highlight-



Linda Chavez-Thompson, executive vice president of the AFL-CIO, participates in National Hispanic Heritage Month activities at State.

ing EEO accomplishments and measuring and monitoring the effectiveness of the Department's EEO efforts.

The office's many contacts extend well beyond State. Staff members ensure that Department financial assistance grantees such as universities do not discriminate on the basis of sex, age, race, color, national origin or disability. They work closely with historically black colleges and universities, support Hispanic and Native American educational excellence and coordinate with a host of civil rights organizations representing the interests of EEO groups within the foreign affairs agencies.

Assistant Secretary for Equal Employment Opportunity and Civil Rights Deidre Davis has taken the equal opportunity message to the field. During the past year, she visited U.S. Embassies in Belize, Canada, the Dominican Republic, Spain, Portugal, Vietnam, Mexico and Ireland. On these trips, she briefed and advised U.S. and Foreign Service National employees on EEO issues and policies.

Ms. Davis also examined post accessibility for people with disabilities and provided remedial suggestions to posts and Washington, D.C., officials. She also conferred with the disability rights community in every country she visited. On the domestic side, she works closely with the President's Committee on Employment of Persons with Disabilities. ■

For More Information

The EEOCR office's briefings provide detailed oral and written descriptions for each stage of the complaints process. For more information about EEO programs, call (202) 647-9294 or visit the staff in room 4216 at Main State.

The author is an attorney-adviser in the Office of Equal Employment Opportunity and Civil Rights.

EEO assistant Sharlean Webb and associate director Thomas Jefferson Jr. confer.





Heads of government of NATO member states convene for the Paris Summit in 1957. Regular meetings at the highest levels ensure that all views are heard and that all key decisions have the support of every alliance nation.



NATO

Celebrates 50 Years

Fifty years ago this month, the North Atlantic Treaty Organization was founded to defend freedom and maintain peace in Europe, the United States and Canada. The alliance's golden anniversary is an opportunity to celebrate five decades of standing up for the interests and ideals of the NATO nations, as well as those of their friends around the world. But President Clinton also calls it "an opportunity to chart the course of our partnership for the future and to set forth a vision of NATO for the coming decades." That vision, he said, is "a larger, more flexible alliance capable of meeting a broad range of challenges to our common interests."

The leaders of the European nations and Canada will gather in Washington, D.C., this month to join the United States in welcoming three new democracies—Poland, Hungary and the Czech Republic—into NATO's fold.



Top right, Dean Acheson, seated, represents the United States in signing the treaty creating NATO in 1949. Above, people wave to relatives over the Berlin Wall, a symbol of the divided Europe that NATO opposed until it fell in 1989. Right, NATO invites the Federal Republic of Germany to join the alliance during the Paris Summit in 1954.





British Prime Minister Margaret Thatcher and President Reagan discuss NATO's commitment to democratic Europe at a 1988 North Atlantic Council summit.

“As we look forward to the future, our goal is to build an even stronger transatlantic partnership with a Europe that is undivided, democratic and at peace,” said President Clinton. “I am convinced that succeeding generations of Europeans and Americans will enjoy peace and security because of NATO’s ongoing efforts to fulfill the mission outlined 50 years ago: defending freedom, preserving peace and stability, and fostering a climate in which prosperity can flourish.” ■

Photos by NATO and Department of Defense



Secretary Madeleine Albright, a strong proponent of NATO enlargement, greets participants at a 1997 meeting of the North Atlantic Council.



More than 30 nations, working under the alliance command in Bosnia, demonstrate the value of NATO's cooperative military planning, training and field operations.



A special 1993 NATO council meeting in Brussels addresses the United Nations no-fly zone over Bosnia.



Above, President Clinton shakes hands with Russian President Boris Yeltsin in Paris in 1997 as NATO and Russia begin a new, closer relationship. Left, after the fall of the Berlin Wall, NATO's Partnership for Peace program forged friendships between former military adversaries.



State Hosts Town Hall Meeting

By Carl Goodman

Photos by Barry Fitzgerald

Several hundred employees from the Arms Control and Disarmament Agency, State and the U.S. Information Agency gathered Jan. 27 at Main State for the third in a series of town hall meetings on the reorganization of the foreign affairs agencies. Previous town halls were held at USIA.

Lea Perez, communications coordinator for Assistant Secretary for Administration Pat Kennedy, who chairs the reorganization group, moderated during the hour-long program, which included questions from members of the audience and the field.

Mr. Kennedy said the reorganization was proceeding at “a measured pace” in close collaboration with Congress, which is being briefed on the reorganization while it studies the plans submitted by his group on Dec. 30. Congress

has 90 days to comment. Mr. Kennedy noted that ACDA is scheduled to become part of State on April 1.

Mr. Kennedy said Secretary Madeleine Albright considers arms control and public diplomacy integral parts of the Department’s foreign affairs mission. The reorganization presents new opportunities for all employees—Foreign Service and Civil Service alike—in the areas of language and management skills and other specialties. With the influx of new talent, he said, the Department’s resources will be expanded to meet the challenges of conducting foreign affairs in the 21st century.

Edward W. “Skip” Gnehm Jr., director general of the Foreign Service and director of Personnel, said the Secretary of State has the authority to move anyone anywhere they’re needed during the first six months of the reorganization. But he emphasized that no employees will lose their jobs during the reorganization.

The Reorganization:

By Donna Miles

Photos by Kathleen Goldynia

David Whitten has experienced reorganization from both sides. He was a program officer in State’s Bureau of Educational and Cultural Affairs when it spun off to become part of the U.S. Information Agency in 1978. More than 20 years later, Mr. Whitten, now the bureau’s executive director, is preparing for the E Bureau’s move back under the State umbrella.

Taking a seat in Main State’s Dean Acheson Auditorium for a town hall meeting on the reorganization, Mr. Whitten reflected on his firsthand experience in both organizations—five years at State and 21 at USIA. “The State Department is bigger and seems a lot more formal,” he said. “USIA is a much smaller place and people know each other.”



David Whitten

Steve Ledford, USIA’s director of labor and employee relations, who’s been detailed to State to work on reorganization issues, said that impression is common among his USIA colleagues. Some are sad to say good-bye to the informal, close-knit organization they’ve served loyally. Others, he said, are concerned about getting caught up in what they perceive to be a multilayered State bureaucracy. “There’s a lot of anxiety and apprehension,” Mr. Ledford said.

USIA management analyst Donna Everett said she and her E Bureau co-workers are relieved that their bureau will transfer to State basically intact. But the 28-year USIA Civil Service employee said “there’s definitely some trepidation” still among employees there. “People are concerned about where they will work after the merger, how they’ll get the support they need and how things will change,” Ms. Everett said.

Thousands of miles away, Judy Baroody, a 15-year USIA employee serving as public affairs officer in



Donna Everett



What People Are Saying

Nicosia, wasn't able to attend the town hall meeting, but she shared some of her colleagues' concerns. She agreed that the reorganization will bring public diplomacy programs more closely in line with mission goals, but wondered if that closer tie will actually diminish USIA's effectiveness in maintaining contacts at all levels of society—not just with decision makers.

But like most of the USIA employees who gathered at the town hall meeting to hear about the reorganization and ask questions of the planners, Ms. Baroody chose to focus on the positive aspects of the merger.

She said she's hopeful that USIA officers may be eligible to diversify into other areas of diplomacy previously closed to those specializing in press and culture. "Given our experience managing staffs and budgets, we may be competitive for career advancement through jobs once held almost exclusively by Department of State officers," she said.

Mr. Whitten agreed that the reorganization is introducing career opportunities unavailable at USIA since the agency started its downsizing in 1994. "Once everything falls into place, this can open a lot of doors for a lot of people," he said.

Rex Moser, who coordinates U.S. participation in major international art exhibitions and cultural activities, said he sees "a lot of benefits from having a single foreign affairs organization." While admitting that he's "not sure what State's position on cultural programming is," he's hopeful the program will blossom with the merger. "Some people are speculating that ambassadors will appreciate the program and promote it, and that it might grow bigger than it is now," he said. "I hope they're right."



Rex Moser

Martin Manning, a reference specialist in USIA's Information Bureau who attended the town hall meeting, said his workload has been heavier ever since the reorganization concept was announced—and he couldn't be happier about it. "I see this reorganization as a real challenge, an exciting challenge," he said. "I love my job and that's not going to change, no matter what you call the organization I work for."



Left, members of State, ACDA and USIA pack the auditorium for the town hall meeting. Below, Assistant Secretary for Administration Pat Kennedy outlines the plan. Below left, Deputy Assistant Secretary for Personnel Alex de la Garza says State's goal is a "happy" merger.

"You will transfer at your current grade and pay level," he said, "and you're protected as long as you're in that job." Employees who change jobs, however, would be subject to personnel rules governing the hiring and filling of the position, he said.

The director general said a "vacancy hold" was put on all positions at the GS-8 and higher levels on Dec. 21 so vacancies at all three agencies could be posted together. He said there was already cross-bidding on Foreign Service assignments by State and USIA employees and that the integration of Foreign Service Nationals was on track. He added that the Foreign Service Institute was planning a series of orientations for new employees coming into State. The sessions will begin in mid-April.

Among the questions from the floor was one about the wisdom of combining USIA's Bureaus of Information and Educational and Cultural Affairs. Mr. Kennedy said



it reflected the "best practices of USIA overseas brought home" since overseas the agency's public affairs officers handle both programs.

As to the wisdom of not creating a separate bureau for arms control verification and compliance, Mr. Kennedy alluded to State's telephone directory, which lists a number of "focus" issues. There will be a special envoy for this focus, Mr. Kennedy said, rather than encumbering those involved with a separate bureau.

Asked about promotion opportunities for Civil Service employees, Alex de la Garza, deputy assistant secretary for Personnel at State, responded that the Department is looking at all the agencies' needs at once to ensure a "happy versus a shotgun wedding." He added that the exodus of the so-called "baby boomers" in 2001 will create "tremendous opportunities" for Civil Service employees in the 35-to-45 age group, which he called the Department's "next generation" of leaders. ■



State Honors New Retirees

Story and Photos by Donna Miles

The 110 new retirees who assembled in Main State's Benjamin Franklin Room for the Department's annual retirement ceremony collectively represented more than 3,000 years of service—an average of 29 years each.

Together, they had won 327 awards, earned 141 university degrees, learned 29 foreign languages and served at 142 posts abroad. Twenty-one of the retirees had been posted in Vienna, Paris and Rome, but they and their colleagues had seen tougher times, too, serving 211 assignments at hardship differential posts. Eleven retirees had served as deputy chiefs of mission, five as chiefs of mission, one as deputy assistant secretary and one as assistant secretary.

Director General Edward W. "Skip" Gnehm Jr. praised the retirees' contributions. He credited the Civil Service employees with "providing the continuity, analytical skills and administrative support necessary to keep us in business" and the Foreign Service members and their families for enduring overseas

Undersecretary Thomas Pickering thanks retirees for their years of service, ideas and creativity.



What They're Doing Now



For Natalie Oliver, retiring last December after 31 years in the Foreign Service has meant big changes. The former financial management officer in Rome now spends her days gardening, visiting museums, renovating her new house in St. Petersburg, Fla., and sharing carefree days with friends and family.

Stephen Damours, who retired last October from the Bureau of Personnel after a 30-year Civil Service career, said he's "as busy as I ever was, but doing what I want to do instead of what I have to do for a living." His latest endeavor—when he's not taking art, yoga and aerobics classes—is writing a book about public policy.



Then there's Eric Boswell, who said he took "about eight hours off" after retiring as assistant secretary for Diplomatic Security in March 1998 before launching his new career. After 27 years in the Foreign Service, he's now chief of administration for the Pan-American Health Organization.

And Chuck Angulo, a 24-year Foreign Service officer who retired to Bradenton, Fla., in January 1998, said he finds himself "so busy that I don't know how I ever got anything done when I was working!"

As the 110 retirees who attended the retirement ceremony will attest, retirement means different things to different people.

"It's what you make it," said Brian McNamara. The 28-year consular officer retired to Washington, D.C., last May after his second posting in Bridgetown, Barbados, but admitted that he wasn't quite ready to put the Foreign Service behind him. He's found what he calls the perfect middle ground between his full-time job and retirement: the WAE, or "While Actually Employed," program. Since his retirement last May, Mr. McNamara has served WAE assignments in Qatar, Nicaragua and Ecuador. "It keeps me up to date on what's new in the field," he said, "and it keeps me busy. I like that."

Keeping busy is no problem for Marshall Atkins, who retired last December as administrative counselor in Canberra. Like Mr. McNamara, he's still actively involved with State, but now as a full-time contractor teaching crisis management training classes at the Foreign Service Institute. A 19-year Foreign Service officer, Mr. Atkins said

he had planned to look for a part-time job when he retired, but that the opportunity at FSI was just too good to pass up. Just hours after attending the retirement ceremony, he was scheduled to leave for Jakarta, Manila, Seoul and Kuala Lumpur to conduct four-hour crisis management classes. "It's really not much different than when I worked at State," Mr. Atkins said. "The only difference is that I'm no longer a State employee."



Likewise, David Collins, who retired last September as a senior information management officer with 35 years in the Foreign Service, is now a contractor for State's Diplomatic Telecommunications Service Program office in Vienna, Va.

While he's left the world of international affairs, retired 20-year Foreign Service officer Melvin Turner is putting his experience as an economics officer to work for the private sector. He's now a consultant to the Tourism Bureau for Latin America helping to develop a theme park scheduled to open in Orlando, Fla., next fall.



Gilbert Donahue, too, has a new post-retirement career, but it's vastly different from the one he left in State's International Organizations Bureau last September. The 27-year economic officer now helps develop customized electronic mapping packages for clients—something based more on information technology than on his economic and political analysis experience at State. "This is an exciting opportunity to do something different," Mr. Donahue said. "And it puts me where I really like to be—on the cutting edge."

State's retirees say they're finding fulfillment in a wide range of pursuits. Lynn Lyons, a personnel management specialist who retired last July after 21 years in the Foreign Service and nine years in the Civil Service, now enjoys taking art classes at the Corcoran Gallery of Art, studying guitar and working around the house in Arlington, Va.

Nancy Berry, a 23-year political officer, is brushing up on her gardening and golf skills at her home near Hilton Head, S.C.

Stephen Damours said the best thing about retirement is that it frees people to spend their days doing what they enjoy most. "I highly recommend it," he said, barely holding back an ear-to-ear grin.

Tips From New Retirees

- Be sure you really want to retire. Chuck Angulo is convinced that some people would really be happier on the job. "Retirement is a very personal thing," he said. "Some people just can't—or shouldn't—retire."
- Plan financially. Natalie Oliver advises shoring up your savings so you don't have to work unless you really want to. To be sure he could afford to retire, Stephen Damours spent a full year on the job living only on the amount of his annuity, and banking the rest of his salary. He retired only after declaring the experiment a success.
- Take advantage of State's retirement seminar. Chuck Angulo calls it one of "the greatest things the Department does for its employees." He recommends that people posted overseas who can't attend a seminar watch the retirement videotape State sends to the field.
- Keep busy. Stephen Damours recommends having a wide range of interests and hobbies to prevent boredom from setting in. "My plate is always full," he said.
- Don't be afraid to try a new career. Gilbert Donahue said he always thought his post-retirement career would track with his Foreign Service one. But doing something completely different, he said, is proving to be exciting and fun.
- Don't give up the things you love. Natalie Oliver worried that she might miss the travel she enjoyed in the Foreign Service, so she and her husband are busy planning a vacation in New Zealand. It's the first of many trips they're planning during their retirement.

tours "often to dangerous or unhealthy places far removed from family and friends."

While calling the ceremony a celebration, the director general said it represents a tremendous loss as well. "We can never duplicate the wealth of experience and knowledge that each of you possesses," Ambassador Gnehm told the group. "We can, however, hold you up as examples to the next generation of Civil Service and Foreign Service members. We can never duplicate you, but we

Retirees Eric Boswell, left, and Thomas Burns Jr. were among those honored.



will do all we can to ensure that those who follow you will live up to the high standards you have set."

The retirees, hailing from 33 states, the District of Columbia and seven foreign countries, served during what Acting Secretary and keynote speaker Thomas Pickering called "an extraordinary period in U.S. history, in which the strength of the United States allowed us to influence events on every continent."

He thanked the retirees "for your service, for your ideas, for your persuasiveness with other governments, for the thousands of strategy meetings aimed at improving relations with a country, solving a trade dispute, preparing for official visits, or—hardest of all—coming up with a common U.S. government position.

"Your creativity," he told the retirees, "helped build the international structures that have brought unprecedented prosperity to the world."

Ambassador Pickering encouraged the retirees to celebrate their professional successes by enjoying the pursuits they shortchanged themselves—"travel, sports, more time with friends and family, poetry, painting, puttering. You have earned it," he said.

After accepting their retirement certificates, the retirees—from Gertrude Andrzejewski to Stephen Zappala—expressed appreciation that the Department takes time out to recognize its retirees.

"It's a great thing that the Department honors its alumni," said Eric Boswell, who retired last March as assistant secretary for Diplomatic Security. "We all like to have the chance to recognize our colleagues." ■

Editor Carl Goodman contributed to this article.

Confronting Conflict at County Down

Diplomats spend a week brainstorming in Northern Ireland.

Story and Photos by Judith R. Baroody

Imagine kicking back for a week to talk about conflict management with mid-level foreign affairs professionals from all corners of the globe. For the past several years, the Centre for International Understanding has offered such a week in policy-wonk heaven to one State Department Foreign Service officer annually. This year two were selected.

It was an August morning when a cable caught my eye: "FSOs are invited to apply for the Paul Flum Conference, which will be held Nov. 8 to 15, 1998, in *Newcastle*, Northern Ireland." The conference's purpose was to enhance skills, analyze methods and give new perspectives on resolving deeply rooted conflicts.

After two-and-a-half years in Cyprus, I welcomed new ideas on managing conflict. The overall mission goal of helping Greek and Turkish Cypriots find a sustainable negotiated solution to the island's division requires a constant infusion of fresh ideas and creative thinking.

Since the establishment of the Centre for International Understanding in 1974, 303 foreign affairs professionals from 94 countries, including 10 U.S. Foreign Service officers, had attended its conferences around the world. In 1998, 20 U.S. Foreign Services officers applied; one other U.S. Foreign Service officer and I were selected for the conference in Newcastle.

Twenty-two fellow conferees represented points of conflict and other more placid spots around the globe: East Timor, Ghana, Jordan, Kazakhstan, Bosnia and Herzegovina, Zambia, Russia, Finland, Turkey, Thailand, Israel, Switzerland, the United Kingdom, Germany and Romania. Several international organizations, including the Red Cross and World Bank, sent delegates.

At a gala dinner opening the conference, CIU President Victor Le Vine outlined the week ahead: full group meetings, followed by lectures on peace-building by American University professor Mohammed Abu Nimr. We would break into small groups to debate and draft position papers on some aspect of conflict resolution to be presented at week's end. There would be two excursions, one to Belfast and one to the surrounding countryside, ending with a full group meeting and farewell dinner.

The overall theme was "building world peace and economic progress through creative diplomacy." We were urged to be flexible, civil, cooperative not competitive, honest when possible, open, challenging and focused.

All remarks would be off the record, and we were to use first names, skipping the usual honorifics bestowed on ambassadors and excellencies among us.

The lectures centered on the concepts, assumptions and dynamics of conflict. We talked about strife as a potential source of positive change and empowerment. Abu Nimr analyzed the causes of discord, including social, cultural, economic and power factors, as well as means of resolving disagreement through mediation, dialogue, collective movements and analytical problem solving. We talked about the life cycle of a dispute, ranging from durable peace to unstable peace to war, and how problems can intensify and spiral into crisis.

We heard a world of anecdotes about living with political violence. One reporter related the story of cradling a 9-month-old baby in his arms in Lebanon, one of many innocent victims of bloodshed. After meeting with a rebel group, an academic was shocked that "all their lives, they had known only war." A diplomat estimated that a third of his country's population had been massacred in the past 20 years, with little media attention to the carnage. Yet another recalled dark days of urban combat when he could not offer even water to his pregnant wife.

When it came time to move into two groups and create position papers, we began to put theories about peace building into practice. We thought about injecting energy and hope into the mixture of elements that comprise



Site of an after-hours excursion.



Participants at the Newcastle conference study the issues to draft a position paper.

peace. Both groups chose to concentrate on the use of creative diplomacy in post-conflict management.

As we began to talk about political violence, the discussions turned passionate and contentious as the diplomats drew on personal experience to describe the terrors and deprivations of war. Facilitators assigned to the groups demonstrated an array of mediation techniques, allowing people to vent their emotions, lowering their own voices to bring down the volume of others and rewording and analyzing the grievances expressed. After prolonged debate over deletions and changes, drafts, to be published by the center, finally emerged from both groups.

Among the conclusions: In a post-settlement situation, when primary violence ends, suppressed secondary conflicts may emerge and must be countered through political, social and economic means. When longtime antagonists reach peace, new, more radical, extreme variations break through to act as spoilers. Participation of civil society in a post-settlement process is a necessary—but not sufficient—factor for success, whether in establishing “truth commissions,” in training new leaders to replace those lost in battle, in encouraging non-governmental groups to influence and work collectively for reconciliation or in rebuilding trust between governments and citizenry.

People expect their lives to improve in peacetime, so quick-fix projects to inject capital into war-scarred economies can boost the sustainability of a settlement.

Despite differences in our national cultures, consensus emerged, in part because of team building during the less formal parts of the conference. Lunches and dinners led to personal exchanges, which in turn helped break down barriers. The field trip to Belfast included a walk along Falls Road. The streets were quiet in the wake of the Good Friday Agreement but scarred by past traces of urban warfare and vivid with ominous graffiti showing machine-gun-bearing warriors in black hoods. At

Stormont, the region’s Parliament House, we met with representatives of six political parties of Northern Ireland whose courageous willingness to communicate with each other showed them a way to deal with “the troubles.” The other excursion carried us through the Silent Valley to hike in the glacier-carved Mountains of Mourne.

By the farewell dinner in the village of Castlewellan, we had bonded as a group. We sang along with the musicians serenading the gathering, taking over the guitars and persuading the mandolinist and accordionist to accompany us in 1960s-era peace ballads. Eventually everyone in the restaurant joined in “Where Have All the Flowers Gone” and swayed to “We Shall Overcome.”

Funding for CIU conferences depends on corporate and foundation benefactors, and there is no guarantee that such a gathering will take place every year. CIU President Le Vine said a panel selected participants based on interesting applications, geographic location and recommendations of previous Fellows. Those who want more information can reach the center by Internet at ciu@worldnet.att.net or may click on www.goalsforamericans.org and see the World View section.

Since the conference, I have stayed in touch with other participants by e-mail and plan to meet them again. I’ve analyzed the discussions about building sustainable peace and pondered the Irish adage “There is no war as bitter as a war among friends.” But the most memorable quote of the conference came from a participant who spoke long and poignantly about the violence he had seen: “It is better to have 10 years of negotiation than one hour of war.” It spoke of the value of creative, dynamic negotiation, and served as one of many inspirations from a memorable week in Newcastle, County Down. ■

The author is public affairs officer in Nicosia.

Improving Customer Service

By Donna Miles
Photos by Bob Kaiser

We've all been there, thrust into contact with the rude sales clerk, the inattentive waiter or the no-show repairman. Nobody wants to be on the receiving end of poor customer service. To avoid it, we'll walk out of a department store, vow never to return to a restaurant and warn friends to steer clear of a business that's done us wrong.

But, as instructor Jinny Jacobs recently asked a class at the Foreign Service Institute, what do people who come to the State Department do when they get bad customer service? "Go to the *other* State Department?" she asked rhetorically.

The concept of customer service within the U.S. government is relatively new. Ten years ago, when the Bureau of Finance and Management Policy persuaded FSI to introduce a course in customer service, State became a government leader.

Since 1989, the two-day customer service training course has provided a forum for employees ranging from GS-2s to deputy assistant secretaries to focus on the skills needed for effective face-to-face and telephone interaction with their customers. Ann Coughlin, the course manager, said it has also helped remind supervisors and managers that—whether they recognize it or not—they establish the standard for the customer service their employees are likely to provide.

Customers? The course begins with an evaluation of who exactly those customers are.

Students discuss the range of their "internal customers"—other State employees and their families whom the employee serves, either in the United States or overseas. For B.J. Connor, a radiology technologist in the Office of Medical Services, they're Foreign Service members who come to the clinic for medical exams. For Sally Mavlian in the Bureau of Personnel, they're employees seeking new pay cards when new pay scales go into effect. For Tom Bash at FSI, they're employees needing

Quality service is everyone's business, State employees learn.

audiovisual equipment or videoconferencing support in their bureaus or offices.

As the discussion progresses, students realized that as State employees, they have "external customers," too—people outside State requiring information or services from the Department or providing products and services to the Department. For Carmen Morton in the Bureau of Personnel's Office of Recruitment, Examination and Employment, these external customers include colleges and

potential recruits. For Getoria Berry in the Office of Civil Service Personnel, they're people calling about job opportunities. The list of external customers goes on, to include people coming to the Department for a passport or visa, members of Congress or the administration, other federal agencies and foreign governments—and of course the American public.

Ms. Jacobs encouraged class members to consider a less-obvious category of customer: co-workers. This category, she explained, includes colleagues employees must interact with to do their jobs: supervisors, subordinates and peers both within the same office and in other bureaus or offices.

Ms. Coughlin said customer service training is built on the premise that nobody can change the actions of another person. "You can only change yourself," she said, "so we



Instructor Jinny Jacobs.



Jinny Jacobs leads a classroom discussion.

Ten “Demandments” of Good Customer Service

1. Our customers are the most important people to enter our workplace—in person, by mail or by telephone.
2. Our customers are people who desire our service. It is our job to give them that service in a way that results in mutual benefit and satisfaction.
3. Our customers are not dependent on us. To the contrary, we’re dependent on them.
4. Our customers are not an interruption of our work. They are the purpose of it.
5. Our customers are not outsiders in our work. They are part of it.
6. Our customers are not cold statistics. They are flesh-and-blood human beings with the same feelings we have.
7. Our customers are not people with whom we “match wits.” Nobody wins in an argument.
8. Our customers, whether belligerent, irritating or appealing, always have a legitimate right to receive prompt and courteous service.
9. Our customers do us a favor by giving us the opportunity to serve them. We are not doing them a favor.
10. Our customers expect only what we expect from service providers—service with a minimum of delay and in a helpful, courteous and efficient manner.

hope to give students some of the skills they need to become more versatile and provide quality service to others.”

The training concentrates heavily on interpersonal skills. Students review some of the lessons most people learn in the sandbox but that somehow get forgotten in demanding, high-stress situations many people face on the job. “The bottom line in customer service,” Ms. Jacobs told the class, “is to treat people as they want to be treated.”

Students discuss ways to convey a positive attitude, how to improve their listening and verbal skills and how to reduce tension and stress in their interactions with other people. They talk about dealing with upset, difficult or angry customers and how to increase cooperation and teamwork in their offices.

Good customer service is a win-win situation, Ms. Jacobs said. Customers are more satisfied. Employees get fewer complaints. The organization’s credibility increases. Morale improves. Productivity soars.

“It’s a strategy for survival,” agreed Ms. Coughlin. “Good customer service meets the customer’s needs and helps reduce stress for the service provider. It is in everyone’s best interest.”

FSI is so convinced that it’s considering developing another customer service course geared toward managers and supervisors that builds on the basic course.

Maria Ifill Philip, an 18-year Foreign Service officer, said she was surprised how much of the training she can apply in her position in the Office of the Inspector General. “People probably don’t realize how valuable this class is, no matter what level they are. It’s not a class about how to answer the phone or how to treat people who come to your office,” she said.

“It’s a course that forces you to stand back and reflect on yourself and how you handle yourself in different situations. I’d recommend it to anyone.” ■

Say That Again, Please

By Jim Bernhardt

Arthur Dent, the hero in Douglas Adam's "Hitchhikers Guide to the Galaxy," solved his language problems by putting a babelfish in his ear. Most of us can solve some of our own world language reading problems by using the babelfish on the World Wide Web at <http://babelfish.altavista.digital.com>.

AltaVista's babelfish quickly translates Internet sites and other documents from French, German, Italian, Portuguese or Spanish into English. Or vice versa.

If you're searching the web using the AltaVista search engine (www.altavista.com) and you find a site in a language you read with difficulty, you can click on the word 'translate' and the computer will take you to babelfish. When you see the address (URL) in the dialog box, select the translation you need, French to English, for instance, and click on "translate." In seconds the page will appear in English formatted as it was on the original page in the original language.

The Canadian Foreign Service Institute has its mission statement on the web in French (www.cfsi-icse.gc.ca): *L'Institut canadien du service extérieur offre des services de formation adaptée dans les domaines des langues étrangères, du perfectionnement professionnel et de la formation interculturelle. Les programmes de formation s'inspirent au départ des besoins particuliers du Service extérieur du Canada, mais ils trouvent une clientèle grandissante auprès d'autres organismes gouvernementaux et du secteur privé.*

I asked babelfish to translate that text to English and in less than five seconds got: *The Canadian Institute of the external service offers training services adapted in the fields of the foreign languages, the professional improvement and the interculturelle formation. The training programs are inspired at the beginning particular needs for the Service external of Canada, but they find customers growing near other government agencies and of the private sector.*

The Canadians' own English rendering of the same text reads: *The Canadian Foreign Service Institute provides customized training in the fields of foreign languages, professional development, and intercultural studies. The training programs find their roots in the special requirements of the Canadian Foreign Service and are being increasingly offered for sale to other governmental departments and agencies and to the private sec-*

tor. So the bottom line is that the machine translation gave me a very usable, but not perfect, text.

Sometimes, the computer will have problems with translations. Babelfish rendered a German text from the Foreign Ministry's home page: *Herr Präsident, meine sehr verehrten Damen und Herren, erstmals in der Geschichte der Bundesrepublik Deutschland haben die Wählerinnen und Wähler durch ihr unmittelbares Votum einen Regierungswechsel herbeigeführt* into English. It read: *Mr. Praesident, my very much admired ladies and gentlemen, for the first time in the history of the Federal Republic of Germany the waehlerinnen and voter caused a change of government by their direct vote.*

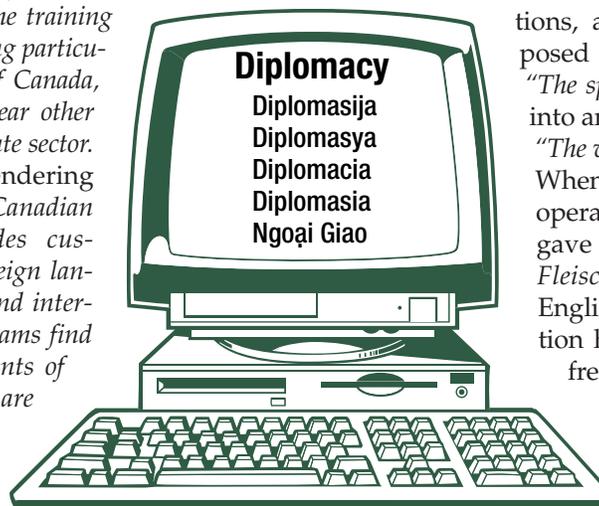
On the positive side, the computer did a marvelous job with word order problems. On the other hand, the computer thought that the word following Herr was a proper name rather than a title. And, not knowing what Wählerinnen were, it simply transferred the word to the English text.

Clearly, someone would have to polish the text before it could be used in any formal way. Translators and editors will not lose their jobs anytime soon. If a reporting officer is surfing the web for information, however, the translation is good enough for most purposes.

Automatic translations, or machine translations, have been around since the 1950s. AltaVista's Babelfish is actually the Systran translation engine, which is also available on Systran's own web site www.systransoft.com. The website offers downloadable translation engines in the world languages used by babelfish and Chinese, Japanese, Korean and Russian.

The beauty of machine translations on the web is that they are fast, fairly accurate and take up almost no space on my already overloaded hard drive. They also reduce keyboarding time for translation projects significantly.

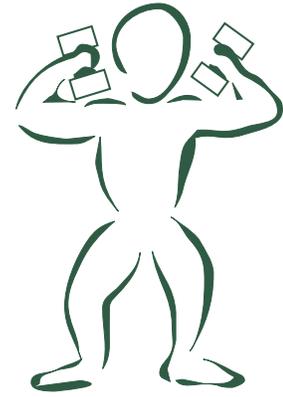
In the early years of automated translations, a computer in California is supposed to have translated the sentence, "The spirit is strong but the flesh is weak," into and out of Russian, coming up with "The vodka is good, but the sausage is bad." When I asked babelfish to do the same operation into and out of German, it gave me "Der Geist ist stark, aber das Fleisch ist schwach," with the same English on both ends. Machine translation has come a long way and is now free on the web! ■



The author chairs the Department of Asian, Slavic and Arabic Languages at the Foreign Service Institute.

Exercise

Your Way to Health



By Dr. Cedric Dumont

We get health information in the media every day, and much of it is contradictory and confusing. Exercise has many benefits, and if undertaken sensibly, very few risks. An expert panel, convened by the National Institutes of Health three years ago, determined that any increase in physical activity has evident health benefits.



The first benefit is weight control. Many people try to lose weight by dieting alone. Those who combine dieting and exercise are able to lose more body fat, and if they make exercise a habit, they are more successful at keeping their weight down.

Regular exercise also reduces the risk of heart disease, stroke, some forms of cancer and illnesses associated with excess weight, such as diabetes and high blood pressure.

Exercise helps maintain strong bones by limiting calcium loss. Active women are less likely to get osteoporosis—a painful and disabling condition that occurs when bones lose calcium and become brittle and thin, breaking easily.

People who exercise feel better, are stronger and sleep more deeply. And getting your heart to beat faster makes it stronger and more efficient at getting oxygen to the cells throughout the body.

To get maximum benefit from working out, it's important to determine your "target heart rate." To do so, subtract your age from 220, and take 70 percent of that number. To check your heart rate, take your pulse periodically for 10 seconds and multiply by six to get your beats per minute. After you have been exercising regularly for several weeks, you will be familiar with how it feels to be working at your target capacity.

Sustained exercise such as bicycling, walking, running and swimming will easily raise your heart rate, as will handball and singles tennis. Yoga, weight lifting and less active sports such as baseball are good for you but will not really contribute to cardiovascular health. If you are trying to maintain bone density, choose a weight-bearing form of exercise such as running or walking, rather than swimming or bicycling.

Ideally, you should engage in some form of moderate to vigorous exercise every day for 30 minutes, but the greatest difference in health is seen between people who don't exercise at all and those who exercise just a little bit.

It often helps to have a partner to exercise with. This can sometimes provide the motivation to stick with a program and not give up. But if you miss a day or a week of exercise, don't berate yourself. Everyone experiences periods when exercise is too difficult to fit in. Successful exercisers just get back on track.

Hot, humid weather is not the best climate for exercise. Plan your run early in the morning or in the evening when it is cooler. Switch to swimming if you can.

In cold weather, dress warmly and in layers, and keep hands and face covered to avoid frostbite. Indoor exercise is a wise alternative during cold or hot spells.

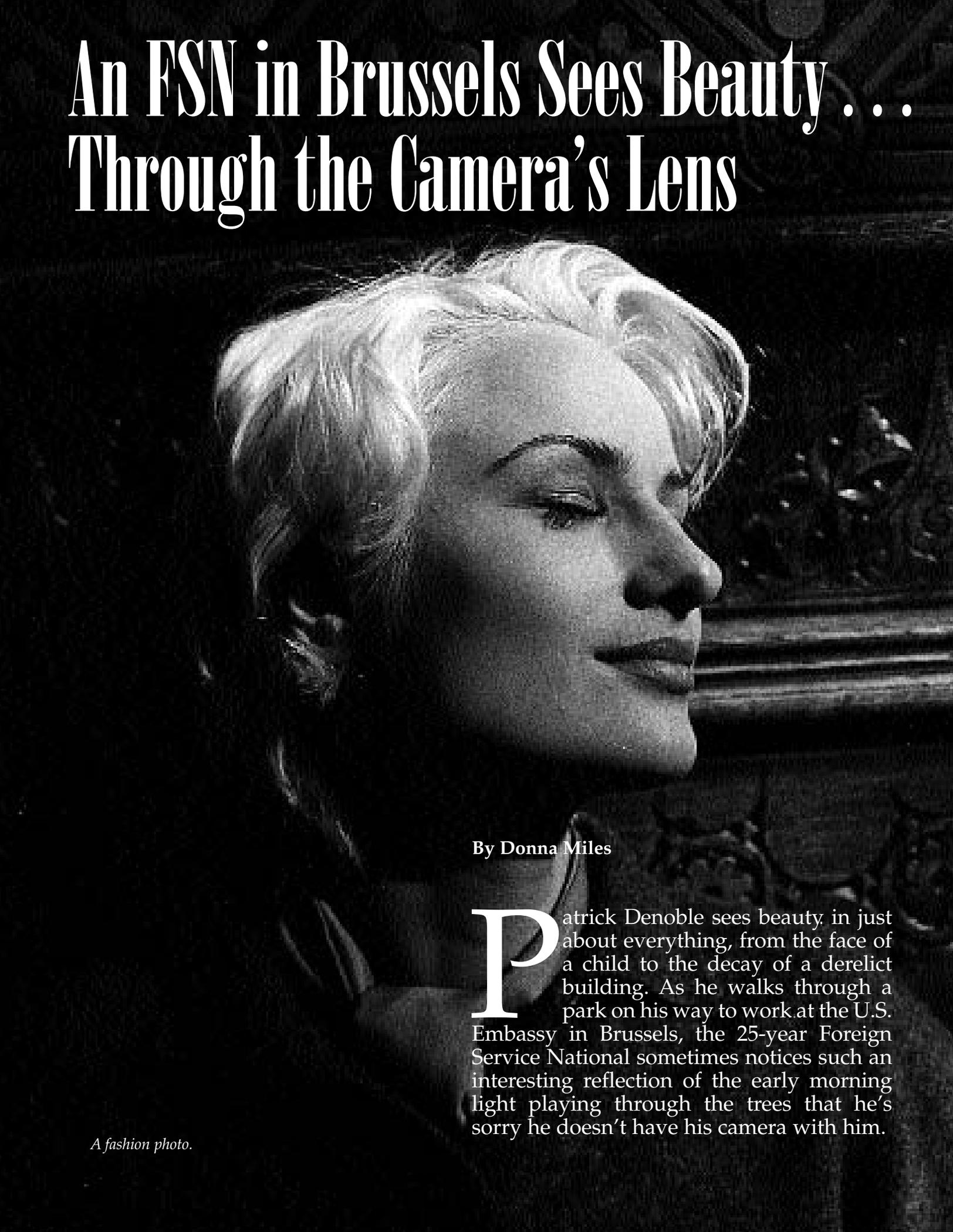
It is important to drink fluids to replace the water lost to perspiration and to help your muscles work. Under normal conditions, water is the best replacement fluid—at least eight ounces before and after your workout and throughout the day. After you have sweated profusely for half an hour or more, a sports drink may hydrate you more quickly. Be aware that athletes who drink sports drinks frequently suffer tooth decay because the drinks are sweet and acidic. Drinking a small amount of water after the sports drink helps avoid the tooth decay. ■

Common Physical Activities: Effort Ratings

Light	Moderate	Vigorous
Walking slowly (<2mph)	Walking briskly (3-4 mph)	Walking briskly uphill or with a load
Swimming slowly	Swimming moderate effort	Swimming fast crawl
Home care (light)	Home care (general)	Moving furniture
Cycling slowly	Cycling (10 mph)	Cycling (>10 mph)
Light stretching	General calisthenics	Heavy conditioning stair or ski machine

The author is chief of the Department's Office of Medical Services.

An FSN in Brussels Sees Beauty . . . Through the Camera's Lens



By Donna Miles

Patrick Denoble sees beauty in just about everything, from the face of a child to the decay of a derelict building. As he walks through a park on his way to work at the U.S. Embassy in Brussels, the 25-year Foreign Service National sometimes notices such an interesting reflection of the early morning light playing through the trees that he's sorry he doesn't have his camera with him.

A fashion photo.

Mr. Denoble has served State at three missions in Belgium—the U.S. Mission to NATO, the U.S. Mission to the European Union and the U.S. Embassy, where he's been a contract specialist for the past 15 years. He loves to spend his after-work hours behind a camera, using photography to "capture the beauty of a particular moment on film and therefore immortalizing it."

His work is displayed during an annual exhibition in his hometown of Ghent and at other local exhibits and contests. In addition, Mr. Denoble takes photos for a local newspaper and occasionally gets assignments shooting fashion photography.

"Photography has changed my whole way of looking at things. It's given me a more intensified feeling for the quality of light, color, shapes and people," he said. "In modern society we all live in a very hasty world, and we lose our ability to observe the beauty that surrounds us. Photography has given me back that ability to admire the things around me."

Photographer Patrick Denoble.



Above and below, an abandoned steel mill in Ghent, Belgium.



Lessons From Walking



Ambassador Philip Lader during his walk across Great Britain.

By Ambassador Philip Lader

Why does an ambassador walk the length of Great Britain?

Washington Irving, author of *The Legend of Sleepy Hollow* and U.S. attaché in London in the 1830s, thought “those who would form a correct opinion of the English... must go forth into the country... visit castles, villas, farmhouses, cottages... and cope with the people in all their conditions...”

London is home for some 8 million people, but almost six times as many live outside the M25 highway. That is why, for about one long weekend each month and over a summer holiday, I walked from Land’s End, England’s southwesternmost point, to John O’Groats on the northern tip of Scotland.

Staying in bed and breakfasts, eating in pubs or village stores, talking with farmers and pensioners, I walked footpaths, bridleways, country roads, towpaths, beaches, motorways, even some railway tracks—in rain, wind, sleet, mist, hail and snow, as well as in more than my share of splendid sunshine.

I walked through the Southwest Coastal Path’s plunging cliffs and abandoned tin mines, Daphne du Maurier’s mys-

terious Cornwall and desolate Bodmin Moor in January sleet and wind so fierce that I trudged over an abandoned airfield at a 45-degree angle! My walk took me through hamlets with thriving Thai take-aways and churches inspired by John Wesley, but now apparently congregation-less. Along the way I noticed missing signposts, removed 50 years ago to confound potential invaders, fairy-tale toll-keepers’ cottages, endless hedgerows and footpaths leading only yards from great houses. Almost always, I encountered

a conveniently placed pub. “How far east must I go on this little isle before I can turn north?” I muttered for miles.

Into Wales and along the border, looking down at Tintern Abbey, I took in what probably was the same view that inspired Wordsworth. I walked along terrifying, unavoidable country roads with thundering trucks and mad rally drivers. The pavement was hard on the feet, but disrespectful drivers, occasionally brushing right past me, were even harder on my temper.

One of my predecessors, Walter Hines Page, President Woodrow Wilson’s appointee, once lamented, “The longer I live here the more astonished I become about the fundamental ignorance of the British about us and at our fundamental ignorance about them.” He obviously did

The U.S. Ambassador to the United Kingdom walked the length of Great Britain and gained important insights about foreign affairs along the way.

not encounter streams of British news copy about American hedge funds and scandals, TV reruns of "Seinfeld" and "Baywatch" in rural towns and souvenirs from Disney World in working-class homes.

But Professor Woodrow Wilson's observation in a letter to Princeton was correct: "What an enchanting country it is! To see any part of it is only to want to see it again.... It will take a great deal of rain to drive me away." Back in the comfort of the embassy at Grosvenor Square, I always concurred.

"Go back. You're mad. You're going to die," greeted an approaching fellow walker on the Pennine Way as a blast of spring snow practically eliminated any visibility. I retreated that day but came back months later to fill in the gap. Within a few miles of the same point, a cell phone's ring signaled the need for my immediate return to London. The next morning, I found myself, again in diplomatic uniform, dealing with embassy security precautions and responding to media inquiries about America's air strikes at the Bin Laden terrorist outposts. Only in late summer could I return and get past this jinxed point.

I encountered endearingly eccentric characters all along the way. As I approached the Scottish border, an elderly woman greeted me: "Where'd you come from?" "Land's End," I replied, American self-satisfaction barely disguised. "That's a good day's walk," she responded seriously, demonstrating the British capacity for being unimpressed.

I continued walking along glistening rivers and around castles, across Inverness Bridge, where Nessie was nowhere in sight, through the Highlands, under two double rainbows, until I was closer to the Arctic Circle than to London. I walked until the Orkney Islands were in sight, to "the last house" at John O'Groats.

Robert Louis Stevenson once wrote, "To travel hopefully is better than to arrive." I disagree. But there were few experiences or acquaintances I would have elected to miss. Nobody I met subscribed to Samuel Johnson's resolution that "I am willing to love all mankind, except an American." In more than a thousand miles, there was never an unkind word to a jeans-clad, unidentified American. When some of my unsuspecting newfound acquaintances were invited to the embassy's Independence Day party in London, they recognized me from the receiving line and exclaimed, "Now we know why we were invited!"

What did I learn? Today's United Kingdom, an indescribable variety of scenery, terrain, accents and idioms in a relatively small place, is not the pastoral England of most Americans' dreams. That American "philosopher," Bette Midler, once said, "When it's three o'clock in New York, it's still 1938 in London." She would not know the United Kingdom I have walked. This country is afire with optimism, creativity and enterprise, as well as tradition.

What is on people's minds here, however, is unlike times past: devolution and other constitutional reforms, genetically modified foods, Northern Ireland, the commercialization of football, Asia's economic woes, the Euro.

I have learned that America's and Britain's national interests today coincide to an extraordinary degree. Our leaders continue to speak with courage and candor, with no compromise of basic principles. They, and the people I met across this country, respect the differences between being British and being American.

As our societies become more multicultural and our economies increasingly global, will Anglo-American ties be as strong for future generations with different heritages? From hours at Whitehall and days on foot, I submit that we, like those before us, must be the architects of Anglo-American relations for the next century. That there is no blueprint may be a blessing: Drawing straight lines and using indelible ink are how diplomats get into trouble, I am told. But as design principles are considered, my lessons from walking may be instructive.

Distance walking, like the friendship of our two nations, requires careful thought of what to take and what to leave behind. Timetables had best not be too tight. Breakfast before 7, like much we often take for granted with our friends, requires immense goodwill from B&B proprietors.

Some things you simply cannot control, and not just the weather. Don't get lost. But as walkers like to say, "A man who never was lost never went very far." There never are enough maps or fellow walkers to consult, but you are ill advised to rely entirely on them. There are no shortcuts. Each person has a natural rhythm and routine. Defenses against weather or blisters are neglected at great cost. You pay a price for every day's plan that is unrealistic or overreaching. You always need a destination, but had better not feel defeated if one day's mark is missed. Your feet may be sore, your ankles swollen, but Lord willing, tomorrow's another day. You can take pride in having gone more than halfway, but there's still another 500 miles to go.

The walk seems straightforward and easy. Not so. There are five points on a compass—north, south, east, west and where you are—and the last is most important, though often the most difficult to discern.

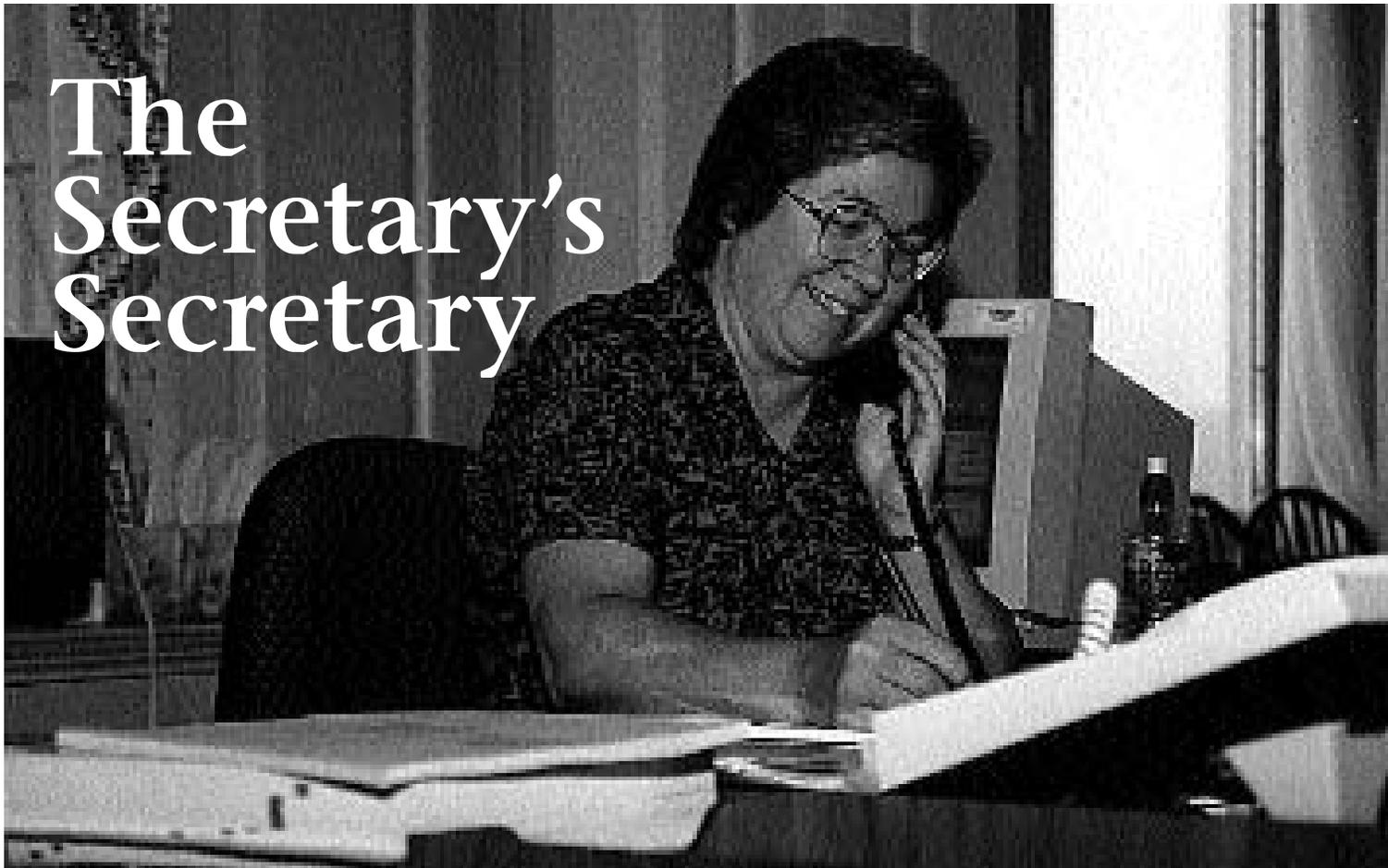
It's always more complicated when others are on the journey, but in retrospect it's usually worth the trouble.

Twelve months in walking boots, as well as in pin-stripes, taught me that our two nations' everyday citizens have the foundation and the materials to build even stronger Anglo-American relations; that the stewards and architects of this partnership are not confined to London and Washington; that the work is being done not only by leaders of state and captains of industry. I have learned the truth of the Spanish proverb, "There are no roads. Roads are made by walking."

After a thousand miles and as many conversations, I am even more convinced that Americans and Britons can walk together with confidence, knowing that while the road may be uncertain, they are in the company of trusted friends. ■

The author is the U.S. Ambassador to the United Kingdom.

People Like You



The Secretary's Secretary

Liz Lineberry, the Secretary's secretary.

Photo by Kathleen Goldynia

What are you and your co-workers doing outside the office? We're looking for short pieces about the adventures and achievements of Department employees in their "other lives" for this new section of the magazine. Photos are a must. We're counting on you to make this new feature a success!

Some of her colleagues might prefer to be called office management specialists. But especially on Secretary's Day—April 24 this year—Liz Lineberry refers to herself simply as a "secretary." Not just *any* secretary, mind you, but the secretary to Secretary of State Madeleine Albright. Ms. Lineberry has worked for the U.S. government for 28 years and joined the Foreign Service in 1982. Since then, she's served as secretary—technically, as the personal assistant—for three Secretaries of State: Jim Baker, Warren Christopher and Secretary Albright. Ms. Lineberry helps keep the Secretary's schedule, greets visitors from throughout the Department and around the world and travels with the Secretary wherever her duties take her. "There's great satisfaction in going home at night knowing that in some way I've been a part of history and of U.S. foreign policy in the making," she said.

An Elevating State Career

Martha Williams is the first to tell you her job has its ups and downs. For the past three and a half years, she's been an elevator operator at Main State, making 100 or more trips a day up and down through the building's eight floors and basement levels. The job exposes her to a whole range of VIPs and dignitaries—the President and Vice President, Secretary of State, foreign heads of State and Hollywood celebrities, among them. Ms. Williams remembers her nervousness during one of her first days on the job, when Vice President Al Gore stepped inside her elevator, and later, when she transported South African President Nelson Mandela through the building's elevator shafts. "It gives you some great stories to tell your family," she said.



Martha Williams transports employees and dignitaries alike through Main State's elevator shafts.

A Stitch in Time...

Walk up to Steve Ledford's desk just across the hall from the director general's office and you'll be in for a bit of a surprise. There, on the wall across from his desk, you'll see a whole gallery of whimsical images—Mickey Mouse, Bugs Bunny and Oscar the Grouch, among them—all captured in counted cross-stitch. All were stitched, not by the wife, mother or girlfriend of the U.S. Information Agency's director of labor and employee relations, but by Mr. Ledford himself. He stumbled on the craft about 14 years ago and has cross-stitched more than 100 works, many while watching football and basketball games on TV. Mr. Ledford, currently detailed to State to work on reorganization and union issues, said he enjoys working with his hands and giving finished pieces to friends and family members. He calls his cartoon-filled office gallery his "5-year-old wall" because, he said, "No matter what happens to me on the job, it keeps the 5-year-old in me alive."

Photo by Kathleen Goldynia



Steve Ledford, stitching whimsy into his life.

Sport-Utility Vehicles:

A Dangerous Liaison



A 1990 accident that left one dead and three seriously injured.

By David Davenport

Everyone, it seems, either owns or dreams of owning a sport-utility vehicle, or SUV. They're big and powerful, have good traction in snow and mud and can go almost anywhere. That makes them especially popular with members of the Foreign Service posted overseas, who often venture off-road for fun or necessity.

Just about all vehicle manufacturers build SUVs. Shortly after they appeared on the scene, they vaulted almost to the top of the list of vehicle types sold.

What is the SUV? A sedan, station wagon or truck? This question is important because it is at the root of many SUV accidents. Although most SUVs are built on truck chassis and operate like trucks, many drivers don't realize this and drive them like cars.

SUVs and other four-wheel vehicles have different handling characteristics, higher ground clearance, stiffer suspensions and a higher center of gravity than automobiles—which reduces their stability.

Any vehicle can roll over. But SUVs start to roll with a snap that only the most skillful driver can counteract. To compensate, drivers should scan ahead, anticipate hazards, avoid abrupt maneuvers at high speeds and look for an escape route.

Department statistics show that the most common type of SUV accident is the single vehicular rollover. Since 1986, 10 of these accidents overseas have left nine dead and 13 seriously injured—among them, a 28-year-old employee who is now a quadriplegic.

Department records indicate that in almost every accident involving an SUV, the driver was unaware of and did not compensate for the vehicle's instability. In almost every case, the driver's previous experience with the vehicle was at low speeds, usually in the city. Under low-speed conditions, the diminished stability was not apparent to the driver.

State SUV drivers are encouraged to read their owner's manuals to educate themselves about safely driving their vehicles. Attachment 7 of the "Department of State Motor Vehicle Safety Management Program (How Do Sport-Utility Vehicles Differ From Automobiles)" is another valuable information source. ■

The author is an engineer in the Office of Safety/Health and Environmental Management.

STATE OF THE ARTS

By John Bentel

The 1998 State of the Arts Cultural Series closed Dec. 16 with performances by singer Steven Kline of California and Washington area pianists Diane Gastfreund, Fredericke Ruf, Bita Ahzdam and violinists Rebecca Ahzdam and Leah Whitehill.

Emcee Dennis Gleason described the musical offerings from stage and screen as "New York Goes Noel" and "Hollywood Takes a Holiday." The audience sang along to such familiar tunes as "White Christmas," "Rudolph the Red-Nosed Reindeer" and "Silver Bells," interspersed with solo performances by guest musician Kline.

Youthful pianist Bita Ahzdam and violinist Rebecca Ahzdam played passionately, demonstrating their talent as serious musicians.

A winter storm may have been brewing outside, but inside the East Auditorium Yale University's New Blue singers brought warmth and cheer. The women's a cappella singing group was introduced by Deputy Secretary of State Strobe Talbott, whose office helped with arrangements for its appearance. Mr. Talbot admitted that he may have left Yale too soon. The year was 1968, when the university became coed. His admission brought laughter from the audience.

The collegiate singers' performance included traditional, comic, jazz, folk and contemporary selections. Mixing showmanship and comedy, the New Blue found audience enthusiasm for Patsy Cline's "Crazy," Gloria Gaynor's "I Will Survive," Carole King's "Natural Woman," and Aretha Franklin's "Chain of Fools."

On Mozart's birthday, Jan. 27, the series hosted pianist Ann Sears in the Dean Acheson Auditorium. She's professor of music and director of performance at Wheaton College in Norton, Mass., where she teaches piano and courses in American music and musical theater. Her program included Liszt, Ravel and Debussy. With Liszt's "Un Sospiro," she got acquainted with the Young Chang piano. Debussy's "Poissons d'Or" conjured thoughts of goldfish through tonal impressions of implied images. Ms. Sears performed his "L'isle Joyeuse" ambitiously, creating an escape to the Mediterranean. While she paid

Steven Kline and Washington area musicians at a State of the Arts concert.



tribute to Mozart at the beginning of her program, Ms. Sears saved his "C Major Sonata" for last.

The author is a computer specialist in the Executive Secretariat.

Upcoming State of the Arts Performances

- April 7:** Pianist Marion Lee
- April 21:** Pianist Paul Hersey, Department of State
- May 5:** Piano students from the State Department and Georgetown University
- May 19:** Pianist Kareem Oweiss, classical and romantic music
- June 9:** Classical pianist Nediana Pavlova, Bulgaria
- June 23:** Pianist Thomas Pandolfi

Concert times are Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium unless otherwise noted. State of the Arts Cultural Series performances are free to all Department employees.

Pamphlets Capture Slavery's Legacy

By Dan Clemmer

Among the valuable titles in the Ralph J. Bunche Library's rare book room are 167 pamphlets covering slavery in the antebellum United States and the Reconstruction period. Published between 1812 and 1889, 28 of these are unique to our library, and many others are held by very few libraries. Four of the pamphlets are typical.

The first is an impassioned speech by the Rev. David Rice opposing slavery during the 1792 debate on the adoption of the Kentucky state constitution (later published as a pamphlet in 1812 under the title "Slavery, Inconsistent with Justice and Good Policy, a Speech Delivered at the Convention, Held at Danville, Kentucky").

The Rev. Rice concludes: "Holding men in slavery is the national vice of Virginia; and, while part of that state, we were partakers of the guilt. As a separate state, we are just now come to the birth; and it depends whether we shall be born in this sin or innocent of it. We now have it in our power to adopt it as our national crime; or to bear a national testimony against it. I hope the latter will be our choice; that we shall wash our hands of this guilt; and not leave it in the power of a future legislature, ever more to stain our reputation or our conscience with it."

Not all the pamphlets oppose slavery. For instance, "A Brief Review of Some of the Points in the Case of the L/Amistad and the Principals Involved," undated, argues that the 54 African slaves who in 1839 seized the Spanish schooner *Amistad* and landed on Long Island should be returned to their masters. A Connecticut court had freed them. The basis of the anonymous author's argument is that the slaves were the property of two Spanish gentlemen and that the United States was bound by a 1795 treaty with Spain to respect Spanish laws.

"Was it the intention of the treaty to force the citizens of Spain, who may be driven into our territory by the act of God and the king's enemies, "and seized by our own officers, to have their final title to property in possession decided upon by our tribunals? It was precisely the reverse." In 1841, the U.S. Supreme Court ruled that the slaves should be given their freedom. John Quincy



Adams, former President and former Secretary of State, represented the slaves.

American churches were taken to task by James G. Birney, a onetime slaveholder who freed his slaves before turning abolitionist and pamphleteer. His "American Churches, the Bulwark of American Slavery," published first in England in 1840, indicts the churches for their role in supporting slavery in America. Although the Presbyterian Church, for example, condemned slavery in 1794, Mr. Birney accused it of contenting itself "with

recording its doctrine. No rules of discipline were enforced. The slaveholders remained in the church, adding slave to slave, unmolested; not only unmolested, but bearing the offices of the church."

In "The Views of Judge Woodward and Bishop Hopkins on Negro Slavery in the South, Illustrated by the Journal of a Residence on a Georgian Plantation by Mrs. Frances Anne Kemble," undated, the unnamed pamphleteer juxtaposed the bishop's and the judge's claims with Mrs. Kemble's experiences during her 1838-1839 stay on a Georgia plantation. Responding to the bishop's claim that "in the relation of master and slave there is incomparably more mutual love than can ever be found between the employer and the [northern] hireling," the compiler quoted the following passage from Mrs. Kemble's account of time spent in the plantation infirmary listening to the women seeking help:

"Nanny has had three children; two of them are dead. She came to implore that the rule of sending them into the field three weeks after their confinement [for childbirth] might be altered. Sophie came to beg for some old linen. She has had 10 children; five of them are dead. The principal favor she asked was for a piece of meat, which I gave her." There was hardly one of these women "who might not have been a candidate for a bed in a hospital; and they had come to me after working all day in the fields."

Unfortunately, the pamphlets are too brittle and fragile to allow researchers to use them in their present condition. We hope to find the funds to have them treated by professional conservationists and perhaps photocopied for in-house use or digitized for the World Wide Web. ■

The author is State's chief librarian.

O B I T U A R I E S

Philip William Carroll II, 79, a retired Foreign Service officer, died Jan. 11 in Washington, D.C. During his State career, Mr. Carroll served in the Philippines, Thailand, Taiwan, Greece, Germany, Vietnam and Washington, D.C.

Philip Ernst, 97, a retired Foreign Service officer, died Jan. 23 in Colorado Springs, Colo. Mr. Ernst served in La Paz, Tehran, Athens, Istanbul, Ankara, Izmir, Port Said, Liverpool, Barbados, Victoria, Vancouver and Winnipeg. He retired from the Foreign Service in 1959.

Frederic A. Fisher, 73, a retired Senior Foreign Service officer, died Dec. 27 in Kalispell, Mont., of myelofibrosis. Mr. Fisher joined the Foreign Service in the early 1950s and worked largely as a public affairs officer. During his career, he served in Singapore, Malaysia, Taiwan, Hong Kong, Italy and Germany.

Jean Johannesen, a retired member of the Foreign Service, died Jan. 10 in Seattle of respiratory failure. During her Foreign Service career, she served in Singapore, Basel, Amman, Hong Kong, Manila, Rome, Kingston, Panama City and Mexico City. She retired in 1979.

Mary LaManna, 80, a retired secretary, died Dec. 27 in Toms River, N.J. Ms. LaManna served in the Department in Washington, D.C., for 25 years before her retirement.

Gordon H. Mattison, 84, a retired Foreign Service officer, died Jan. 27 in Bethesda, Md. Mr. Mattison entered the Foreign Service in 1937 and was posted to Naples, Baghdad and Basra before being assigned to the Office of the Secretary. He studied Arabic at Princeton University and in Cairo, then served in Beirut and Damascus, then as chief of the Bureau of Near Eastern and South Asian Affairs. During the 1950s, Mr. Mattison was deputy chief

of mission in Cairo and Tehran, then served in Calcutta and Kathmandu. He was deputy coordinator of an inter-departmental seminar program when he retired in 1968, when he was presented a State Superior Honor Award.



Charles "Chuck" A. Robinson, 59, a retired Foreign Service regional medical technologist, died Dec. 8 in Centreville, Va. Mr. Robinson joined the Foreign Service in 1965 and was posted to Kabul, Monrovia, Rangoon, Jakarta, New Delhi and Moscow. He also served as the director of the medical laboratory at Main State's Office of Medical Services.

Jean F. Rogier, 89, a retired Foreign Service physician, died Dec. 23 in Fullerton, Calif., following a brief illness. Dr. Rogier began a career in public health administration with the Foreign Service in 1946. During the next 29 years, he served the Department in Paraguay, Colombia, Jordan, Bangladesh and Washington, D.C.

Bradley R. Smith, 45, a special agent with the Diplomatic Security Service, died of amyotrophic lateral sclerosis on Jan. 25 in Fredericksburg, Va. Mr. Smith began his career with DS in 1987 and was assigned to the San Francisco Field Office before moving to the Washington, D.C., headquarters in 1989. He founded the Counter-Terrorism Rewards, or Heroes Program, as a tool to fight international terrorism.

State Magazine welcomes contributions to the obituary column in the format displayed. Every effort will be made to return photos. Magazine policy is to publish obituaries of State Department and U.S. Information Agency employees or retirees and immediate family members of current employees at the request of the family.

FOREIGN SERVICE

Transfers

Asher, Dal Shane, Amman to Tel Aviv
Baltierra, Jose L., Lome to Paris
Becher, Anna Beth, Tunis to Diplomatic Sec.
Beck, Maria Del Rosario, Panama to Muscat
Benton, John Michael, Georgetown to Lome
Berry, Gregory L., Beirut to Executive Secretariat
Bochart, Gerald W., Nairobi to Paris
Boyll, John Daniel, Pre-assignment Tng. to Manila
Bracken, Maura S., Addis Ababa to Personnel
Browning, Michael J., New Delhi to Personnel
Butler, Stephanie J., Doha to Personnel
Cassayre, Mark Joseph, Pre-assignment Tng. to Nairobi
Chiaventone, Michael Mark, Athens to Lisbon
Concepcion, Robert, Santo Domingo to Frankfurt
Connolly, Donald J., Cotonou to Bandar Seri Begawan
Coriell, Dennis A., F.S. Specialist Intake to Santo Domingo
Degges Jr, Edward R., Kuala Lumpur to East Asian and Pac. Affairs
Delong, Victoria Jean, Manila to Public Affairs
Dembski, Sandra A., Dep. Spec. Rep. for Trade Negotiations to Econ. and Bus. Affairs
Dewitt, Gloria R., Beijing to Personnel
Dingler, Mary Grace, Bern to Lima
Fairchild, Jana T., Rome to Personnel
Farley, Paul J., Western Hemispheric Affairs to Managua
Filipp, Debra L., F.S. Specialist Intake to Vienna
Fritz, Jonathan, Guayaquil to East Asian and Pac. Affairs
Gagnon, James Michael, Natl. Sec. Council to Commerce Dept.
Gallegos, Romulo A., Hermosillo to Personnel
Garno, Penpun, Frankfurt to Personnel
Gilmore, Roxie O., F.S. Specialist Intake to Abuja
Glassman, Jeffrey M., Personnel to Dem., Human Rights and Labor
Glen, Judith M., F.S. Specialist Intake to Monrovia
Hays III, Joseph G., Diplomatic Sec. to Lima
Heartney, Edward P., Pre-assignment Tng. to Lagos
Hegger, Richard C., Personnel to Seoul
Herring, Michael A., Monrovia to Western Hemispheric Affairs
Hetrick, Daniel R., Info. Res. Mgt. to Hong Kong
Hudspeth, Michael J., Beirut to Diplomatic Sec.
Jackson, Clyde J., Addis Ababa to Lome
Jefferson, Edward Dwaine, Brasilia to Tirana
Johnson, Eley M., Karachi to Cotonou
Johnson, Jacqueline D., Shanghai Personnel
Keller, Carl L., Info. Res. Mgt. to Hong Kong
Kierans, Lisa S., Recife to Dem., Human Rights and Labor
Kleiber, Anthony John, Pre-assignment Tng. to Merida
Lattimer, Deborah Ann, Buenos Aires to Personnel
Limbaugh, Hazima M., Frankfurt to Personnel
Lin, Eve Y., Beijing to Personnel
Manupella, Aurelius J., Nassau to Monrovia
Markin, Darrell Sue, Cairo to Personnel
Martz, Marilyn L., Beijing to Monrovia
McCourt, Randolph T., F.S. Specialist Intake to Karachi
Metzger, Janice Del, Moscow to London
Mitchell, Sally J., Vienna to Kolonia
Mount, Lisa A., Intell. and Res. to Karachi
Musser, Susan W., Mexico to Personnel
Nelson, Gabriella R., Libreville to Personnel
O'Connell, June M., Nairobi to Consular Affairs
Oliver, Jerry C., Info. Res. Mgt. to Dhaka
Perez-Armendariz, Clarisa, Pre-assignment Tng. to Mexico
Quinn, Celestine, Karachi to Western Hemispheric Affairs
Rhea, Robert A., Georgetown to Personnel
Rix, Sonja Kay, Maputo to Nouakchott
Sanchez, James P., European Affairs to Moscow
Schafer, Medina G., Beijing to Personnel
Schloss, Mirta V., Tegucigalpa to Personnel
Scholl, Karl W., Leave Without Pay to Personnel
Schwendler, Mark H., European Affairs to Brussels
Sharrier, Elizabeth, Warsaw to Int'l. Org. Affairs
Smith, Chandra L., Melbourne to Info. Res. Mgt.
Stefanick, Michelle L., Nairobi to Personnel
Steinberg, Donald K., Angola to Global Humanitarian Demining
Sublett, Jennifer, Pre-assignment Tng. to Frankfurt
Thayer, Scott N., Western Hemispheric Affairs to European Affairs
Thayer, Yvonne Frances, Rome to Personnel
Trueman, Kenneth E., Harare to Personnel
Urieta, Santiago, Frankfurt to Bangui
Walker, Peggy Jeanne, Moscow to Executive Secretariat
Welker, Melinda S., Canberra to Personnel
Wells, Mark Alan, Pre-assignment Tng. to Monterrey

Appointments

Abdulle, Mariam H., F.S. Specialist Intake
Ayala, Mateo M. R., Pre-assignment Tng.
Baker, Margaret Weber, F.S. Specialist Intake
Baldwin, Virginia E., F.S. Specialist Intake
Barber, Jurita G., F.S. Specialist Intake
Bateman, Laurie L., F.S. Specialist Intake
Bodde, Tanya, F.S. Specialist Intake
Bopp, Rita W., F.S. Specialist Intake
Bryant, Patricia K., F.S. Specialist Intake
Casey, Rosemary B., F.S. Specialist Intake
Caton, Harmony E., Pre-assignment Tng.
Chaudhry, Mohammad A., Info. Res. Mgt.
Clark, Mary K., Kinshasa
Cohen, James A., Pre-assignment Tng.
Cox, Carol A., Pre-assignment Tng.
Crishock, Louis J., Pre-assignment Tng.
Cristini, Joan M., Pre-assignment Tng.
Dreesen Jr, Robert W., Pre-assignment Tng.
Ege, Dennie R., F.S. Specialist Intake
Foster, James J., New Delhi
Garramone, Gregory G., Pre-assignment Tng.
Gaupo, Catherine D., F.S. Specialist Intake
Godfrey, John T., Pre-assignment Tng.
Howell, Jayne A., Pre-assignment Tng.
Ignacio, Rustico R., Info. Res. Mgt.
Johnson, Natalie A., Bureau of European Affairs
Kagarise, Christine M., Pre-assignment Tng.
Keller, Jeannie S., F.S. Specialist Intake
Kleine, Michael F., Pre-assignment Tng.
Kurzbauer, Ruth A., Pre-assignment Tng.
Lee, Sangmin, Pre-assignment Tng.
Levy, James M., Beijing
Luck, Muriel, F.S. Specialist Intake
Midha, Kristina Indira, Pre-assignment Tng.
Moore, Jenifer Heather, Pre-assignment Tng.
Nystrom, Jill Alane, Pre-assignment Tng.
Ohlrich, Anne Elizabeth, Pre-assignment Tng.
Pennington, Karen L., F.S. Specialist Intake
Phillips, Doni Marie, Pre-assignment Tng.
Pongonis, Kathryn, Pre-assignment Tng.
Postel, Deborah R., F.S. Specialist Intake
Rodriguez, Rodney M., Western Hemispheric Affairs
Roy, Kenneth Michael, Pre-assignment Tng.
Scott, Judson Foreman, Pre-assignment Tng.
Sears, Michael John, Pre-assignment Tng.
Taylor, Wendy K., F.S. Specialist Intake
Thomas, Marsha L., F.S. Specialist Intake
Thompson, Cindi M., F.S. Specialist Intake
Truslow, Chloe Chaconas, Pre-assignment Tng.
Tuller, Susan Mary, Pre-assignment Tng.
Weed, Stephen John, Pre-assignment Tng.
Werner, Matthew Alan, Pre-assignment Tng.
Wolf, J. Benedict, Pre-assignment Tng.

It is Department policy to promote and recognize deserving employees for their contributions to the foreign affairs mission. As the Department's principal employee publication, *State Magazine* is provided with monthly lists of Civil and Foreign Service employees promoted, assigned, hired, retired or reassigned. As a public document subject to full disclosure under the law, these lists are subject to only minor editing for style purposes by *State Magazine*. Department policy is to publish the lists in their entirety.

FOREIGN SERVICE

Retirements

Atkins, Marshall F., Canberra
Benson, Robert O., Sarajevo
Buncher, Judith, Personnel
Butcher, Suzanne S., East Asian and Pac. Affairs
Cooper, Ferrell L., Paris
Dean Jr., Philip Dale, European Affairs
Derrick, James A., East Asian and Pac. Affairs
Douglass, Michael D., Paris
Garcia, Rudy Robert, Santiago
Grace, Linda Ann, Ottawa
Hall, Patricia Lasbury, Intr. Narc. and Law Enfor. Affairs
Hammitt, Burdette Robert, Western Hemispheric Affairs
Harvey, Barbara S., Diplomats in Residence
Henderson, Ruth Miles, Econ. and Bus. Affairs
Hill II, William H., Pol. and Mil. Affairs
Hoyesen, Harald G., Foreign Buildings
Hubbard, Kenneth C., Info. Res. Mgt.
Hutson, Hal R., Administration
Jackson, Richard Lee, Personnel
Kettler, Theda J., Munich
Klein, Esther, La Paz
Leon-Guerrero, Jennie M., Monrovia
Lyman, Princeton, Personnel

Madden, James H., Personnel
Malott, John R., Kuala Lumpur
Markle, Michael D., Berlin
McCoubrey, Mary Jean, Islamabad
McLean, Martin, Inspector General
Megica, Richard A., Pretoria
Mendyk, Sandra L., Personnel
Miller, Walter M. K., Log. Mgt.
Montoya, Delores J., New Ind. States
Moore, Pamela Helen, Bonn
Oliver, Natalie R. H., Rome
Parrish, James Randall, Administration
Peters, Lauralee M., Defense Dept.
Phillips, Marylee F., Jakarta
Primosch, William E., European Affairs
Russell, Layton Ross, Brasilia
Soler, Doreen Tam, Santo Domingo
Walker, David M., Administration
Walker, Felix H., Diplomatic Sec.
Weiser, Lawrence W., Tel Aviv
Williams, Sandra L., Personnel
Woody, Ronnie D., Foreign Service Institute
Yameogo, Guadalupe T., Lima

Resignations

Ackerman, Roberta, Nairobi
Bracete, Juan M., Econ. and Bus. Affairs
Caldwell, Mark William, Kinshasa
Cooper, Jennifer F., East Asian and Pac. Affairs
Foley, Larry Patrick, Beijing
Hughes, William J., Panama
Jeffery, Anne Louise M., Leave Without Pay
McFetridge, Lucinda M., Jakarta
Murphy, Sean D., The Hague
Richardson, Jack R., Rome
Segbawu, Dana, Accra
Tippman, Brynwyn W., Shanghai
Young, Heather, Leave Without Pay

CIVIL SERVICE

Promotions

GS-3

Parker, Sonia Y., Worker Trainee Initiative

GS-6

Butler, Consuella A., Executive Secretariat
Culley, Katrice, Int'l. Org. Affairs
Ellingson, Patricia M., Seattle Passport Agency
Jackson, Richard L., Chief Fin. Officer
Watson, Vivian, Near Eastern Affairs

GS-7

Aikens, Althena, Western Hemispheric Affairs
Smith, Andre Edward, Personnel
Spruell, Delicia Annette, Population, Refugees and Migration

GS-8

Cunningham, Jeannine L., Res., Plans and Policy

GS-9

Bullock, Joseph, Info. Res. Mgt.
Jones, Sandra F., Info. Res. Mgt.
Maraio, Richard D., Info. Res. Mgt.
McPhail, Donald L., Info. Res. Mgt.

GS-10

Burrell, Kay Arey, Office of the Sec.
La Polla, Jaqueline K., Near Eastern Affairs

GS-11

Bruce, Joyce L., Western Hemispheric Affairs

Chevalier Jr., Alonzo R., Info. Res. Mgt.
Dillon III, Oscar E., Info. Res. Mgt.
Mooney, Aisha M., Personnel

GS-12

Albro, Denise A., Boston Passport Agency
Belk, Peter Ivan, Intell. and Res.
Clauselle, Richard L., Info. Res. Mgt.
Graff, Tracy H., San Francisco Passport Agency
Morris, George H., Foreign Buildings
Rourke, Patricia M., Boston Passport Agency
Spriggs, Kevin Lewis, Consular Affairs

GS-13

Amores, Anna E., Inspector General
D'Errico, Ronald J., Info. Res. Mgt.
Kowaleski, Ann C., Office of the Sec.
O'Brien, Margaret Y., Public Affairs
Phillips, Randolph S., Info. Res. Mgt.
Rocchio, Albert J., Inspector General

GS-14

Guyer, Cynthia L., Personnel
Hughes, John Peter, Foreign Buildings
Liverpool, Gregory B., Administration
Ray, Wilna F., Chief Fin. Officer
Tuan, Shu-Hwa, Info. Res. Mgt.

GS-15

Bowab, Joseph W., Res., Plans and Policy

Appointments

Armentrout, Jean W., European Affairs
Chafetz, Glenn R., Pol. and Mil. Affairs
Christman, Kim Neil, Consular Affairs
Corrada, Maria E., Medical Director
Cunningham, Maria A., Inspector General
Cutting, Roger D., Administration
Daniels, Timothy J., Consular Affairs
Dee, Jeffrey J., Inspector General
Domingo, Wilma M., Chief Fin. Officer
Drame, Rebekah Lillian, Consular Affairs
Eaton, Cedra Danielle, Consular Affairs
Garner Jr, Kermit Chappell, Diplomatic Sec.
Hammond, Rose M., Consular Affairs
Hogle, Cynthia Louise, Chief of Protocol
Holbeck, Monica T., Int'l. Org. Affairs
Hudock, Ann C., Dem., Human Rights and Labor
Mafnas, Antonio P., Diplomatic Sec.
McDonald, Kimberly A., Population, Refugees and Migration
Norris, John H., Off. of the Deputy Sec.
Perry, Gordon Bryan, Chief Fin. Officer
Price, Sheila, Pol. and Mil. Affairs
Sooksanguan, Tarney, Operations
Wright, Vickie J., Chief Fin. Officer
Young, Amy M., Dem., Human Rights and Labor

CIVIL SERVICE

Resignations

Adams, Ronald M., Chief Fin. Officer
Alba, Isaias, Personnel
Allen, Laverna R., Consular Affairs
Bamiduro, Bola, Personnel
Bethune, Ronda F., Foreign Buildings
Bubniak, Robert P., Info. Res. Mgt.
Buckley, Thomas, Res.s, Plans and Policy
Cantu, Lisa, Foreign Service Institute
Chan, Susan Shepherd, Legal Adviser
Cole, Jennifer, Personnel
Curtis, Sharae A., Oceans and Int'l. Envir. and Sci. Affairs
Cutting, Roger D., Administration
Dorsey, Lisa Diedre, Intell. and Res.
Driver, Tawanda, Personnel
Dyson, Gwendole A., Medical Director

Fairbanks, Madeline A., Foreign Buildings
Foster, Derek C., Personnel
Gaines, Denise E., Personnel
Greenberg, Rosalind M., Personnel
Griggs, Lennetta M., Chief Fin. Officer
Hill, Aisha K., Administration
Holliday, Richard W., Consular Affairs
Jackson, Miya M., Public Affairs
Johnson, Bianca, East Asian and Pac. Affairs
Joseph, Luann, Public Affairs
Joyce, Arwen, Western Hemispheric Affairs
Keita, Kamilah, Administration
Lehrisse, Michael A., Info. Res. Mgt.
Loper, Tamara R., African Affairs
Martin, Raymond G., Medical Director
McKee, David W., Intell. and Res.

McNamee, Danielle Dunn, Info. Res. Mgt.
McVicker, David Eugene, Diplomatic Sec.
Nakamura, Maya, Econ., Bus. and Agricultural Affairs
Nolan, Meghan Elizabeth, Western Hemispheric Affairs
Nowell, Christopher M., Foreign Buildings
Reeder, Naemah K., Foreign Buildings
Schofield, Tia Y., Near Eastern Affairs
Smith, David B., Inspector General
Spat, Eric T., Foreign Service Institute
Weinman, Kimberly M., Chief of Protocol
Wolridge, Sean T., Inspector General
Wongkongkatap, Cattleya, Western Hemispheric Affairs
Yeo, Peter Morrison, Leg. Affairs

Retirements

Burns, Thomas E., Diplomatic Sec.
Cortez, Guillermo, Western Hemispheric Affairs
Crocker, Gary B., Intell. and Res.
De Boeck, Anny B., Foreign Service Institute
Fox, Richard G., Administration
Johnson, Barbara A., Houston Passport Agency
Johnson, David, Consular Affairs
Manly, Theresa, Personnel
Robinson, Mary Eleanor, European Affairs
Tomasi, Marie D., Foreign Service Institute
Walker, James E., Intell. and Res.
Wiggert, Djimitri, Administration
Zappala, Stephen P., Foreign Service Institute
Zsakany, Thomas F., Inspector General

Reassignments

Allen Jr., Alex J., Houston Passport Agency to New Orleans Passport Agency
Chapman, Devonne Annette, Consular Affairs to Pol. and Mil. Affairs
Coates, Norma R., Executive Secretariat to Info. Res. Mgt.
Dobbs, Michael, Operations to Consular Affairs
Exum, Ronald S., Los Angeles Passport Agency to Seattle Passport Agency

Falk, Robin Lynn, Chief of Protocol to African Affairs
Holland, Dwayne A., Washington Passport Agency to Consular Affairs
Miller, Laverne, Foreign Service Institute to Near Eastern Affairs
Pope, Loretta A., Oceans and Int'l. Envir. and Sci. Affairs to Administration

Web Site Offers Career Information



Federal employees who want to get the most out of their career and retirement have a new source for information and assistance on the Internet.

The site, www.doi.gov/octc, was created for Interior Department employees, but State employees will also find much of its information useful. Well organized and easy to follow, the site provides a career transition course map—steps to take to change career paths or advance your current one.

The site lists all topics covered and recommends who should consult them. It includes an online Keirseay Temperament Sorter for users to identify their basic personality type, then provides a list of suggested careers suited to that temperament. It provides a link to

various federal, state and private employment indexes. Finally, the site offers guidance for employees planning retirement in five to 10 years.

THE
1000 YEARS
IN THE FUTURE!

STATE DEPARTMENT Y3K

DON'T TRY TO TELEPORT WITHOUT YOUR TRAVEL ORDERS!

WAIT! YOU FORGOT
TO SIGN THE THIRD
COPY!



AH... TO BOOK GO WHERE
NO FORM HAS BEEN
BEFORE...



AGENCY INTEGRATION CONTINUES ASPACE...

RESISTANCE IS FUTILE - BE
ASSIMILATED OR DIE!



ACTUALLY, I HAVE
A QUESTION ABOUT
TRANSFERRING
RETIREMENT
BENEFITS...



REGULAR MAINTENANCE OF
CLEARANCE DROITS IS ESSENTIAL.

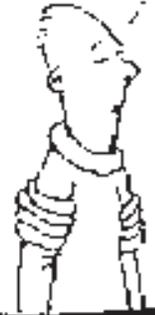
THANK YOU TO GOD,
HAPPY TO GO, HAPPY TO
GO, HAPPY TO GO...

IS THERE A
PROBLEM?



REMEMBER THAT TIME IN CRYOGENIC
SUSPENSION COUNTS TOWARD ANNUAL
LEAVE BALANCES.

WHEN BOB IS FULLY
REANIMATED, HAVE HIM
ALPHABETIZE MY TALKING
HORNS ON THE CYCLOP
FRIENDSHIP TREATY.



JUST
351 YEARS
AND I'M
VACATION!

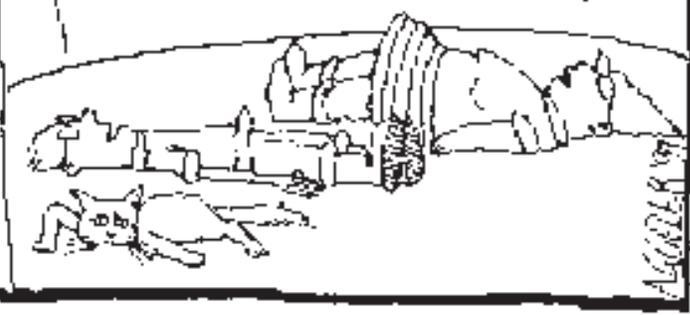
SERVICE AT AN EMBASSY ON A HIGH GRAVITY
PLANET EARNS A FIVE PERCENT HARSHIP
ALLOWANCE!

JUST FEEL THOSE
EXTRA BUCKS
COMING IN, EH,
WANDA?



HAVE THE BEST
SUPPORT OF
INTEGRAL BILLS
ISSUES SOON...

O
G
O



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Georgetown: In the Land of Many Waters

